A/72/19

United Nations

Report of the Special Committee on Peacekeeping Operations

2018 substantive session (New York, 12 February–9 March 2018)

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Supplement No. 19

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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

[15 March 2018]

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Chapter I
Introduction

1. By its resolution 71/314, the General Assembly welcomed the report of the Special Committee on Peacekeeping Operations (A/71/19), decided that the Committee, in accordance with its mandate, should continue its efforts for a comprehensive review of the whole question of peacekeeping operations in all their aspects, review the implementation of its previous proposals and consider any new proposals so as to enhance the capacity of the United Nations to fulfil its responsibilities in that field, and requested the Committee to submit a report on its work to the Assembly at its seventy-second session.

Chapter II
Organizational matters

A. Opening and duration of the session

2. The Special Committee on Peacekeeping Operations held its 2018 substantive session at United Nations Headquarters from 12 February to 9 March 2018 and held four plenary meetings.

3. The session was opened by the Director of the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations on behalf of the Under-Secretary-General for Peacekeeping Operations. At the 254th (opening) meeting, on 12 February, the President of the seventy-second session of the General Assembly addressed the Committee. Statements were also made by the Director of the Policy, Evaluation and Training Division on behalf of the Under-Secretary-General for Peacekeeping Operations, and by the Director of the Field Budget and Finance Division of the Department of Field Support on behalf of the Under-Secretary-General for Field Support.

4. The Department of Peacekeeping Operations and the Department of Field Support provided support to the Committee on substantive issues, while the Disarmament and Peace Affairs Branch of the Department for General Assembly and Conference Management served as the technical secretariat of the Committee.

B. Election of officers

5. At its 254th meeting, the Committee elected the following officers by acclamation:

Chair:

Tijjani **Muhammad Bande** (Nigeria)

Vice-Chairs:

Gabriela **Martinic** (Argentina)
Michael **Grant** (Canada)
Takeshi **Akahori** (Japan)
Mariusz **Lewicki** (Poland)

Rapporteur:

Mohammad **Aboulwafa** (Egypt)

C. Agenda

6. At the same meeting, the Committee adopted the provisional agenda (A/AC.121/2018/L.1), which read:

1. Opening of the session.
2. Election of officers.
3. Adoption of the agenda.
4. Organization of work.
5. General debate.
6. In-session briefings.
7. Consideration of the draft report by the Working Group of the Whole.

8. Adoption of the report to the General Assembly at its seventy-second session.

9. Other matters.

7. The Committee also approved its draft programme of work (A/AC.121/2018/L.2).

D. Organization of work

8. Also at its 254th meeting, the Committee decided to establish a working group of the whole, to be chaired by Michael Grant (Canada), to consider the substance of the mandate entrusted to the Committee by the General Assembly.

9. The composition of the Committee at its 2018 substantive session is contained in the annex to the present report. The list of documents for the session is contained in A/AC.121/2018/INF/2 and the list of participants in the session is contained in A/AC.121/2018/INF/4.

E. Proceedings of the Committee

10. At its 254th to 256th meetings, on 12 and 13 February, the Committee held a general debate on a comprehensive review of the whole question of peacekeeping operations in all their aspects. Statements were made by the representatives of Morocco (on behalf of the Movement of Non-Aligned Countries), Indonesia (on behalf of the Association of Southeast Asian Nations), El Salvador (on behalf of the Community of Latin American and Caribbean States), New Zealand (on behalf of Canada and New Zealand), the European Union (also on behalf of Albania, Bosnia and Herzegovina, Georgia, the Republic of Moldova, Serbia, the former Yugoslav Republic of Macedonia, Turkey and Ukraine), Brazil, China, Colombia, Argentina, Uruguay, the Russian Federation, Egypt, India, Japan, Pakistan, the Philippines, the United States of America, Costa Rica, Turkey, Ecuador, the Bolivarian Republic of Venezuela, Indonesia, Thailand, Myanmar, South Africa, Ukraine, Guatemala, the Syrian Arab Republic, Israel, France, Mali, the Islamic Republic of Iran, Norway, Jamaica, Cuba, Bhutan, Ethiopia, Senegal, Rwanda, Nepal, the Republic of Korea, Georgia and Tunisia.

11. Statements were also made by the observers for the International Organization of la Francophonie and the African Union.

12. On 14, 15 and 23 February, the Working Group of the Whole heard briefings. On 14 February, the Assistant Secretary-General for Peacekeeping Operations gave a briefing on operational field issues. On 15 February, the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support made presentations and engaged in an interactive segment. On 23 February, a representative of the Policy, Evaluation and Training Division gave a briefing on the performance of peacekeeping operations.

13. The Working Group of the Whole and its two sub-working groups met from 23 February to 9 March and concluded their work on draft recommendations.

Chapter III
Consideration of the draft report of the Working Group

14. At its 257th meeting, on 9 March, the Committee considered the recommendations of the Working Group of the Whole and decided to include its recommendations in the present report (see paras. 16–443) for consideration by the General Assembly.

Chapter IV

Adoption of the report to the General Assembly at its seventy-second session

15. At the same meeting, the Committee adopted its draft report to the General Assembly as introduced by the Rapporteur of the Committee (A/AC.121/2018/L.3).

Chapter V

Proposals, recommendations and conclusions of the Special Committee

A. Introduction

16. The Special Committee on Peacekeeping Operations, in making its recommendations, reaffirms the purposes and principles enshrined in the Charter of the United Nations.

17. The Special Committee pays tribute to the men and women who have served and continue to serve in peacekeeping operations for their high level of professionalism, dedication and courage. Particular tribute is due to those who have given their lives for the maintenance of peace and security.

18. The Special Committee emphasizes the importance of 29 May, the International Day of United Nations Peacekeepers, as providing an occasion to pay tribute on an annual basis at the United Nations Peacekeepers Memorial to all the men and women who have served and continue to serve in United Nations peacekeeping operations for their high level of professionalism, dedication and courage, and to honour the memory of those who have lost their lives in serving the cause of peace. In this regard, the Special Committee recommends the establishment, through voluntary contributions, of a memorial wall at the United Nations Peacekeepers Memorial at Headquarters and requests that due consideration be given to the modalities involved, including the recording of the names of those who have made the supreme sacrifice.

19. The Special Committee reaffirms that the primary responsibility for the maintenance of international peace and security rests with the United Nations, in accordance with the Charter, and affirms that United Nations peacekeeping is one of the key instruments available to the United Nations in discharging that responsibility. The Special Committee, as the only United Nations forum mandated to comprehensively review the whole question of peacekeeping operations in all their aspects, including measures aimed at enhancing the capacity of the Organization to conduct United Nations peacekeeping operations, is uniquely able to make a significant contribution in the area of issues and policy relating to United Nations peacekeeping operations. It encourages other United Nations bodies, funds and programmes to avail themselves of the Special Committee's particular perspective on United Nations peacekeeping operations. Thus, the Special Committee, as a subsidiary body of the General Assembly, recalls that its recommendations and conclusions reflect, first and foremost, its unique peacekeeping expertise.

20. Noting the continued efforts of United Nations peacekeeping in various parts of the world, which requires the participation of Member States in various activities, the Special Committee considers it essential for the United Nations to be able to maintain international peace and security effectively. This calls for, among other things, improved capacity to assess conflict situations, the effective planning and management of United Nations peacekeeping operations and quick and effective responses to any Security Council mandate.

21. The Special Committee stresses the importance of consistently applying the principles and standards it has set forth for the establishment and conduct of United Nations peacekeeping operations and emphasizes the need to continue to consider those principles, as well as definitions of peacekeeping, in a systematic fashion. New proposals or conditions concerning United Nations peacekeeping operations should be the subject of thorough consideration in the Special Committee.

22. The Special Committee, acknowledging the primary responsibility of the Security Council for the direction and control of United Nations peacekeeping operations, requests the Secretariat to provide, at the start of its substantive session, an informal briefing, especially with regard to operational field issues, including the Secretariat's assessment of developments in ongoing United Nations peacekeeping operations.

23. The Special Committee recalls that United Nations peacekeeping is conducted in accordance with the relevant chapters of the Charter. In this regard, nothing in the present report circumscribes the primary responsibility of the Security Council for maintaining or restoring international peace and security.

B. Guiding principles, definitions and implementation of mandates

24. The Special Committee stresses that peacekeeping operations should strictly observe the purposes and principles enshrined in the Charter. It emphasizes that respect for the principles of the sovereignty, territorial integrity and political independence of States and non-intervention in matters that are essentially within the national jurisdiction of any State is crucial to common efforts, including peacekeeping operations, to promote international peace and security.

25. The Special Committee believes that respect for the basic principles of peacekeeping, such as the consent of the parties, impartiality and the non-use of force except in self-defence and in the defence of a mandate authorized by the Security Council, is essential to its success.

26. The Special Committee is of the view that peacekeeping operations should not be used as a substitute for addressing the root causes of conflict. Those causes should be addressed in a coherent, well-planned, coordinated and comprehensive manner, using political, social and developmental instruments. Consideration should be given to the ways in which those efforts can continue without interruption after the departure of a peacekeeping operation so as to ensure a smooth transition to lasting peace and security and development.

27. The Special Committee continues to stress the importance of providing peacekeeping operations with clearly defined mandates, objectives and command structures, adequate resources based on a realistic assessment of the situation and secure financing in support of efforts to achieve peaceful solutions to conflicts. It also stresses the need to ensure, in the formulation and implementation of mandates, adequate resources and congruity among mandates, resources and realizable objectives. The Special Committee emphasizes that, when changes are made in an existing mandate, commensurate changes should be made in the resources available to a peacekeeping operation for carrying out its new mandate. Changes in the mandate of an ongoing mission should be based on a thorough and timely reassessment by the Security Council, in consultation with troop-contributing countries through the mechanisms prescribed in Council resolution 1353 (2001) and the note by the President of the Council of 14 January 2002 (S/2002/56).

28. The Special Committee stresses that the Security Council has the primary responsibility for the maintenance of international peace and security, pursuant to Article 24 of the Charter.

29. The Special Committee stresses the need to ensure the unity of command of United Nations peacekeeping operations. It recalls that the overall political direction and control of United Nations peacekeeping operations are within the purview of the Security Council.

C. Restructuring of peacekeeping

30. The Special Committee stresses that successful oversight requires, but is not limited to, the principles of unity of command and integration of efforts at all levels, both in the field and at Headquarters. The Special Committee takes note of the report of the Secretary-General on the implementation of the integrated operational teams (A/65/669) and urges the Secretariat to ensure the optimal configuration of integrated operational teams through the enhancement of their flexibility and the effective use of resources.

31. The Special Committee stresses the importance of having an effective Department of Peacekeeping Operations and Department of Field Support that are efficiently structured and adequately staffed, in particular, but not exclusively, during periods of surge, transition and drawdown of peacekeeping operations, and stresses that effective coordination between the Department of Peacekeeping Operations and the Department of Field Support must lead to more efficient oversight and better responsiveness to changes in the field.

32. The Special Committee underlines the importance of strengthening coherence among the various strands of policy development carried out in different areas of the Department of Peacekeeping Operations and the Department of Field Support and notes the role of the Policy, Evaluation and Training Division in this process.

33. The Special Committee reiterates the importance of preserving unity of command in missions at all levels, as well as coherence in policy and strategy and clear command structures in the field and up to and including at Headquarters, and in this regard the Committee takes note of the briefing provided by the Secretariat in February 2012 on the results of the evaluation on command and control arrangements for peacekeeping.

34. The Special Committee, noting the increasing complexity of United Nations peacekeeping operations, urges the Secretariat to better develop strategic communication and operational-level public information activities to ensure continued support for United Nations peacekeeping and to better respond to public perceptions of the role and impact of peacekeeping on the ground.

D. Safety and security

1. General

35. The Special Committee condemns, in the strongest terms, the killing of United Nations peacekeeping personnel and all acts of violence against such personnel and recognizes that they constitute a major challenge to United Nations field operations. Perpetrators of such attacks must be identified and brought to justice, and the Special Committee calls upon all States hosting peacekeeping operations to promptly investigate and effectively prosecute those responsible for attacks against United Nations peacekeeping missions. The Special Committee stresses the importance of the troop-contributing and police-contributing countries concerned having all the available and relevant information on the development of investigations and prosecutions. The Special Committee encourages the Secretariat, when mandated and requested, to provide appropriate technical assistance and capacity-building support to host States in order to facilitate prompt investigation and effective prosecution. The Special Committee also condemns restrictions in any form on the freedom of movement of United Nations peacekeeping personnel and assets within the mandate, in particular restrictions with respect to medical evacuation. The Special Committee emphasizes that the primary responsibility for the safety and security of United

Nations personnel and assets rests with the host State. The Secretary-General is requested to continue to include, in his annual report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations, a separate section on safety and security, including statistics on targeted attacks against United Nations peacekeeping operations and their possible causes, situations where host nations could not provide the necessary support to deflect or prevent attacks, cases in which medical evacuation is restricted and identifiable trends. The Special Committee requests that the report also include measures taken by the Secretariat and each field mission to prevent their recurrence and to address and mitigate these threats.

36. The Special Committee notes with concern the increased scale of security challenges in United Nations peacekeeping operations that are deployed in deteriorating and complex political and security environments with asymmetrical and complex threats. In this regard, the Special Committee encourages the Secretariat to work closely with Member States to strengthen the capability of the United Nations system to ensure the safety and security of United Nations personnel, and therefore underscores the need for appropriately resourced, well-equipped and capable United Nations peacekeeping missions. The Special Committee also notes that, due to the more serious security environment in many missions, military and police components in peacekeeping operations face evolving and complex challenges and that particular attention needs to be paid to adapting the structure and functions of the security arrangements to the security environment in the field.

37. The Special Committee underscores the importance of increased efforts by the Secretariat and the troop-contributing and police-contributing countries to strengthen the capability of the United Nations system with respect to the safety and security of United Nations personnel through the enhanced utilization of and training with regard to theatre reconnaissance systems at the sector and mission levels; increased means of protection against improvised explosive devices; information collection and analysis and communication systems for improved mission situational awareness; and force protection, including detection and surveillance.

38. Recalling that the basic principles of peacekeeping continue to serve a fundamental role in United Nations peacekeeping, the Special Committee notes the new "improving security peacekeeping project" and emphasizes the importance of practical, implementable, realistic and effective recommendations to reduce peacekeeping fatalities and injuries from acts of violence. The Special Committee takes note of the publication of the independent report entitled "Improving security of United Nations peacekeepers",[1] as well as of the summary of the related action plan.[2] The Secretariat has released a full action plan, and a revised and updated version will soon be available. The Special Committee requests the Secretariat to implement appropriate measures within its authority in line with the report of the Committee, in consultation with Member States and with due consideration by the relevant bodies.

39. The Special Committee emphasizes that policies and procedures regarding the safety and security of military, police and civilian capacities should continue to be reviewed, in consultation with troop-contributing and police-contributing countries, taking into account lessons learned.

40. The Special Committee notes with concern that the deployment of United Nations peacekeeping missions in fragile political and security environments, escalating levels of violence and asymmetrical and complex threats have resulted in

[1] Available from https://peacekeeping.un.org/sites/default/files/improving_security_of_united_nations_peacekeepers_report.pdf.

[2] Available from https://peacekeeping.un.org/sites/default/files/summary_of_the_action_plan_to_implement_the_report_on_improving_security_of_peacekeepers.pdf.

a ri · in the number of deaths as well as other security incidents, including abductions and serious injuries of United Nations personnel caused by targeted attacks. While taking into account the primary responsibility of the host country in improving the safety and security of United Nations personnel and the civilian population, the Special Committee underlines the crucial role other stakeholders can play in this regard, including, but not limited to, the Security Council, troop-contributing and police-contributing countries, financial contributors, providers of training and equipment, the Secretariat and mission leadership, as well as regional partners, as applicable.

41. The Special Committee notes that military and police contingents from either individual States or other regional organizations are sometimes deployed with different mandates and arrangements alongside United Nations peacekeeping operations in the same host State, and in this regard emphasizes the importance of United Nations peacekeeping operations maintaining their distinct identities and roles. The Special Committee welcomes efforts to increase the exchange of information among all parties to enhance safety and security, and stresses the importance of its appropriate continuation during withdrawal and reconfiguration phases.

42. The Special Committee reiterates its strong concern regarding any attempt to seize or destroy United Nations and contingent-owned equipment. The Special Committee stresses the importance of fully respecting the obligations relating to the use of vehicles and premises of United Nations peacekeeping personnel as defined by relevant international instruments, as well as the obligations relating to distinctive emblems recognized in the Geneva Conventions. In this regard, the Special Committee also stresses that it is important that the Secretariat, working in close coordination with the missions and their host States, review its mechanism to promptly solve all cases involving the confiscation or destruction of United Nations and contingent-owned equipment by a third party in order to ensure the effective implementation of the mandate, in particular the safety and security of peacekeepers.

43. The Special Committee stresses the need for missions to provide accurate and timely information to Headquarters and, where appropriate, to other United Nations missions in the same region regarding incidents involving the safety and security of United Nations personnel and United Nations contractors deployed in peacekeeping missions, including serious illness, injury, accident and death, violations of status-of-forces agreements, abductions and hostage-taking, and in this regard requests the Secretariat to examine ways, including through information technology solutions, to improve coordination in this area. The Special Committee reiterates the need for Headquarters to officially and immediately convey such information to the permanent missions of the Member States concerned.

44. The Special Committee stresses that status-of-forces violations by any party can present grave risks to the safety and security of peacekeepers and affirms that, in this regard, the entry of personnel or equipment into the country and free movement within the country, including for the purpose of casualty and medical evacuations, should not be hindered. The Special Committee requests that the Secretariat instruct all peacekeeping missions to systematically document violations of status-of-forces agreements. Mission leadership should use this information to monitor and resolve risks to the safety and security of peacekeepers as necessary.

45. The Special Committee welcomes the completion of the online notification-of-casualty incident information system (NOTICAS), and its forthcoming deployment in 2018 to United Nations missions, as a secure, web-based reporting and database system that allows missions to file casualty reports and monitor and analyse casualty data directly through a central database to ensure more timely notification of casualty information. The Special Committee encourages the ongoing efforts by the United

Nations Operations and Crisis Centre to make redundant the paper-based notification-of-casualty incident information system that is currently in place, and welcomes the revised Department of Peacekeeping Operations/Department of Field Support standard operating procedures regarding NOTICAS.

46. The Special Committee, in view of serious incidents involving the safety and security of peacekeepers, such as abductions and hostage-taking, reiterates the importance of transparent, active, open and regular dialogue among troop-contributing and police-contributing countries, the Security Council and the Secretariat, and stresses that timely coordination and information-sharing among these stakeholders contribute to the prevention and positive resolution of such incidents when they occur.

47. The Special Committee urges Member States, including those hosting peacekeeping missions that have not yet done so, to consider becoming parties to the Convention on the Safety of United Nations and Associated Personnel and the Optional Protocol thereto. The Special Committee notes that, in accordance with General Assembly resolution 59/47, the Secretariat is consistently incorporating the key provisions of the Convention, including those regarding the prevention of attacks against members of the operation, the establishment of such attacks as crimes punishable by law and the prosecution or extradition of offenders, into status-of-forces, status-of-mission and host-country agreements negotiated between the United Nations and host countries.

48. The Special Committee recalls the comprehensive report of the Secretary-General on all processes involved in the investigation and prosecution of crimes committed against deployed United Nations peacekeepers (A/66/598) and requests an updated report. The Special Committee underlines the need for the clear demarcation of the applicability of the laws of the host government and the troop-contributing and police-contributing countries with respect to crimes committed against United Nations peacekeepers and the imperative of uniform applicability of the respective laws to the military and the police components of the peacekeeping mission. The Special Committee stresses the primary responsibility of the host country, and Member States concerned, as appropriate, to investigate and prosecute the perpetrators of attacks against the United Nations and its personnel in a timely manner. The Special Committee acknowledges the efforts of the United Nations to convene boards of inquiry and to encourage host governments to carry out national investigations to bring the perpetrators of attacks and other crimes against United Nations peacekeepers to justice. The Special Committee underlines that such actions have an important effect on impunity which, if not tackled, leads to the weakening of actions aimed at deterring future attacks against United Nations personnel.

49. The Special Committee underlines the importance of providing adequate predeployment training (basic military skills and mission-specific skills) and in-theatre training and briefings and of providing peacekeeping personnel with adequate equipment to fulfil their mandates, including medical, self-defence and related equipment, in accordance with United Nations standards and in a timely manner, in order to prevent casualties and ensure the safety and security of United Nations peacekeepers. The Special Committee acknowledges that troop-contributing and police-contributing countries must ensure that their military and police are adequately trained, including on, but not limited to, countering improvised explosive devices, mitigating threats from improvised explosive devices, health, basic first aid, force protection, abductions and hostage-taking and gender-specific risk considerations in mission settings, with the support of the Secretariat. The Special Committee encourages the Secretariat to provide a comprehensive risk analysis to the Security Council so that the Council can help design realistic mandates that are appropriate to the threat environment.

50. The Special Committee also underlines the need to strengthen the respective roles and responsibilities of the Secretariat and the troop-contributing and police-contributing countries in relation to predeployment and in-theatre training. The Special Committee requests the Secretary-General to continue to include in his annual report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations identified lessons learned to improve the safety and security of United Nations peacekeeping personnel.

51. The Special Committee requests the Secretariat to take measures to ensure that all troops and units in the field are capable of safely, securely and effectively delivering their mandates, with a strategic and holistic view on a wide range of issues, including mission leadership, the chain of command, rules of engagement, predeployment assessment and training, policies and standards and the use of protective equipment and high-level technological assets. The Special Committee notes that the Office for the Peacekeeping Strategic Partnership has made the safety and security of peacekeepers an integral part of its reviews of uniformed components on field missions and has made recommendations in each of its reviews aimed at enhancing safety and security. The Special Committee, in this regard, requests the Secretary-General to share the key findings and recommendations of the reviews with the troop-contributing and police-contributing countries concerned, to consult regularly with Member States on the way forward and to keep them informed of the Office's planned activities and findings. The Special Committee also notes the continued implementation by the Secretariat of the operational readiness assurance and performance improvement policy.

52. The Special Committee notes the implementation of the peacekeeping standard incident management system (SAGE) in 11 United Nations missions and its plans to introduce the system in 3 more in 2018. Furthermore, the Special Committee encourages the ongoing development of the United Nations Open Geographic Information System Initiative.

53. Noting the addendum to the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/71/587/Add.1), and also noting the release in 2015 of the report of the Expert Panel on Technology and Innovation in United Nations Peacekeeping,[3] the Special Committee requests that the Secretariat continue to consult with Member States on the way forward, in particular with regard to developing a policy framework in relation to the use of technology by peacekeeping operations and identifying new technological solutions to challenges in the field, and to continue to include, in a separate section of the next annual report on the implementation of the recommendations of the Special Committee, a comprehensive assessment, including relevant information and lessons learned relating to the operation of unarmed and unmanned aerial systems in United Nations peacekeeping operations. The Special Committee encourages the United Nations to develop a handbook, in close consultations with Member States, drawing on their views and legitimate concerns, in order to achieve a common and clear understanding of issues related to the use of technology in peacekeeping.

54. The Special Committee, noting that security issues may have a transnational character, encourages the exchange of security information between peacekeeping missions, as necessary, to enhance the safety and security of peacekeepers.

55. The Special Committee stresses the importance of having preparations in place so the peacekeeping missions and the Secretariat are able to manage and respond to

[3] Available from https://peacekeeping.un.org/sites/default/files/performance-peacekeeping_expert-panel-on-technology-and-innovation_report_2015.pdf.

crisis situations that threaten the safety and security of United Nations personnel, including by conducting crisis response exercises and, in particular, having effective and tested casualty evacuation responses in missions, and stresses the importance of having well-trained leadership within a mission in order to respond and use security, risk and crisis management tools appropriately and in a timely manner. In addition, the Special Committee notes that the United Nations Operations and Crisis Centre supports the coordination of a system-wide response to crises in the field and is the primary venue for crisis management at Headquarters. The Special Committee stresses the importance of comprehensive contingency planning and recommends that, whenever possible, planned crisis response exercises be conducted in the missions and at Headquarters, including casualty evacuation exercises, focusing on lessons learned and best practices, and stresses the need for missions and the Secretariat to share relevant elements of the emergency plans with relevant troop-contributing and police-contributing countries. In this regard, the Special Committee takes note of the development of the United Nations crisis management policy and its subsequent endorsement by the Secretary-General, as well as the recent review and update of the crisis management standard operating procedures for the Department of Peacekeeping Operations and the Department of Field Support.

56. The Special Committee emphasizes the importance of a structured security risk management process to address safety and security risks. The Special Committee requests that updates on the security situation in existing missions be provided on a regular basis during scheduled meetings or upon the request of troop-contributing or police-contributing countries and encourages the timely implementation of a structured security risk management process for uniformed contingent personnel.

57. The Special Committee reiterates its request to be fully informed of investigations in peacekeeping field missions, except for misconduct cases, where relevant memorandums of understanding will apply. The Special Committee stresses the need for the Secretariat to improve the prompt dissemination of information to and communications with the Member States concerned whenever there is an incident in a peacekeeping mission that negatively affects operational effectiveness or results in serious injury to or the death of United Nations peacekeeping personnel, from the beginning to the conclusion of the investigation of the incident. The Special Committee urges that the terms of reference and the findings of boards of inquiry with regard to cases of serious injury or death, as well as mitigating actions taken, be immediately communicated to the Member States concerned, upon their request.

58. The Special Committee notes with concern that some deployed troop formations and police contingents continue to be stretched to cover geographical areas that exceed their capacities. Such practices not only threaten the safety and security of those troops but also adversely affect their capacity to implement their mandates, and should therefore be avoided. The Special Committee requests that any significant adjustments in or changes to the original concept of operations, rules of engagement or force requirements should be made in close consultation with, and with the consent of, the troop-contributing and police-contributing countries. The Special Committee stresses that temporary operating bases should have a defined time frame for deployment and have the necessary force protection measures and infrastructure in place in order to safeguard deployed troops and police.

59. The Special Committee notes the ongoing implementation of the human rights due diligence policy on United Nations support for non-United Nations security forces, including through the conduct of risk assessments, the adoption of mission-specific standard operating procedures and the establishment of mission-level mechanisms, and encourages the continued implementation of the policy in peacekeeping missions.

60. Noting with serious concern that accidents remain one of the primary causes of death of peacekeepers, the Special Committee notes the ongoing efforts of the Secretariat to continue to develop and implement field occupational safety and health policies in order to reduce the risk of death or injury to United Nations personnel. In this regard, the Special Committee takes note of the endorsement by the Management Committee of the Secretariat of a strong occupational safety and health framework, policy and risk management programme with a specific emphasis on hazard and risk control for peacekeeping personnel deployed to field missions. The Special Committee takes note of the ongoing efforts to fully integrate an occupational safety and health management system. The Special Committee requests information on the progress of the implementation in this regard.

61. The Special Committee also stresses the necessity for the troop-contributing and police-contributing countries to provide adequate predeployment training with regard to mitigating risks of preventable and potentially avoidable accidents and for the Secretariat to undertake appropriate measures in this regard.

62. The Special Committee also stresses the need for the Secretariat, missions and troop-contributing and police-contributing countries to work together, through consultation and cooperation, on predeployment and in-mission training, and for the Secretariat to continue to share updated relevant and theatre-specific guidelines for the development of such training.

63. The Special Committee underlines the importance it places on the safety and security of peacekeepers in the field. The Special Committee notes the 2015 edition of the United Nations Medical Support Manual, which includes clear minimum standards for all United Nations medical capabilities, and the work under way to establish a medical performance framework for United Nations peacekeeping operations. The Special Committee requests the Secretariat to develop United Nations mission medical protocols in consultation with Member States and requests an update prior to its substantive session of 2019 in this regard. The Special Committee emphasizes the responsibility of the United Nations and Member States to ensure that adequate medical facilities are in place and that medical personnel with the required language skills are assigned to mission areas and are qualified to provide immediate and proper medical attention to peacekeepers in accordance with United Nations medical standards, tailored to the operational environment. The Special Committee commends efforts to strengthen first aid training for deployed personnel and establish clear and minimum standards for level I clinics, combat medics and aeromedical teams, and encourages a continued focus on combat medic and "buddy aid" first aid training (i.e., the basic first aid skills every peacekeeper should have).

64. The Special Committee emphasizes that timely and reliable medical evacuation and casualty evacuation, including, as necessary, the use of helicopters with night flight capability and all measures necessary to conduct night retrieval operations, should be a priority in all mission start-ups and must be maintained continuously throughout the mission. The Special Committee urges that force commanders be given direct tasking authority for military utility helicopters and medical evacuation and casualty evacuation helicopters when the mission's concept of operations requires it and in order to respond in a timely manner to crisis situations or accidents. The Special Committee underlines that clear capability standards that ease the facilitation of rapid responses, especially during life-or-death situations, should be established for casualty evacuations and medical evacuations.

65. The Special Committee recognizes the growing threats faced by peacekeeping operations from explosives. The Special Committee commends the innovative efforts of troop-contributing and police-contributing countries that continue to execute their mandates in a high-threat environment where improvised explosive devices are

present. The Special Committee stresses the importance of the mitigation of improvised explosive device threats to enhance the safety and security of peacekeeping personnel and enable the delivery of mission mandates. The Special Committee takes note of the increasing demands placed on the troop-contributing and police-contributing countries, other specialized agencies and the United Nations Mine Action Service with respect to supporting peacekeeping operations, and encourages the Secretariat to strengthen its capacity in this area.

66. The Special Committee takes note of the release of the Explosive Ordnance Disposal Military Unit Manual, a handbook on mitigating threats from improvised explosive devices, the Improvised Explosive Device Lexicon and an online resource hub. The Special Committee notes with appreciation the efforts of Member States and the Secretariat in the development of a United Nations improvised explosive device threat mitigation strategy. The Special Committee further notes the ongoing development of improvised explosive device disposal standards, a technical exploitation policy for improvised explosive devices, a search and detect addendum to military unit manuals and a training curriculum to operationalize the Explosive Ordnance Disposal Military Unit Manual, all of which will contribute to enhancing the capability of contingents, missions and host countries to deal with the improvised explosive device threat.

67. The Special Committee recognizes the continued requirement in asymmetric threat environments for coordinated, standardized predeployment training, specific in-mission training and mentoring and advisory support to peacekeepers to mitigate the threat of improvised explosive devices, and supports their implementation, as appropriate. The Special Committee notes with concern that improvised explosive devices remain a major threat to the execution of mandates and to peacekeepers and that the initiatives to mitigate improvised explosive device threats remain inadequate. To assist in the development of a comprehensive United Nations improvised explosive device threat mitigation strategy, the Special Committee requests the Secretariat to include troop-contributing and police-contributing countries. Adequate force protection equipment and clear command and control arrangements must be equally addressed as priorities for the safety and security of peacekeepers.

68. The Special Committee reaffirms that the use of force in peacekeeping operations should abide by the purposes and principles of the Charter of the United Nations and the basic principles that govern such operations. In this regard, the Special Committee recognizes that, owing to their composition and character, United Nations peacekeeping missions are neither suited for nor equipped to engage in counter-terrorism operations. The Special Committee notes that, in situations where a peacekeeping operation operates in parallel with counter-terrorism forces, the respective role of each presence should be clearly delineated.

69. The Special Committee welcomes the weekly briefings conducted by the United Nations Operations and Crisis Centre to Member States, including the valuable contribution of various United Nations agencies.

70. The Special Committee requests the Secretariat to provide before the next session, unless otherwise specified, the following briefings and/or updates:

(a) Reports/briefings on a regular basis on the progress of implementation and developments with respect to the independent report entitled "Improving security of United Nations peacekeepers"[1] and its related action plan;[2]

(b) A prompt report on its findings with regard to cases involving the confiscation or destruction of United Nations and contingent-owned equipment by a third party;

(c) Informal updates on the progress of the implementation of NOTICAS throughout 2018, and formal confirmation of its full implementation before the next substantive session;

(d) A briefing to further clarify all United Nations internal policies, rules and procedures regarding internal inquiries on attacks and other crimes against United Nations peacekeepers;

(e) An update on the impact of the Sage data and incident management system and on the United Nations Open Geographic Information System Initiative;

(f) An update on the United Nations crisis management policy and on the standard operating procedures for crisis management of the Department of Peacekeeping Operations and the Department of Field Support;

(g) A briefing on the progress of the implementation of a structured security risk management process for uniformed contingent personnel. The briefing should also include the increasing security threat from the evolving capabilities of armed groups, and the measures taken by the missions and the Secretariat to address such threats;

(h) An update on the implementation of the human rights due diligence policy in peacekeeping missions;

(i) An update on the progress in the development of a comprehensive United Nations improvised explosive device threat mitigation strategy.

2. Peacekeeping-Intelligence/Information Gathering and Analysis

71. The Special Committee recognizes that some peacekeeping missions have been deployed in fragile political and security environments with asymmetrical and complex threats. In this context, the Special Committee recalls its request, in paragraph 52 of its report on its 2016 substantive session (A/70/19), for the Secretariat to develop a more cohesive and integrated United Nations system for situational awareness, and in this regard takes note of the draft "peacekeeping intelligence framework". The Special Committee underscores that the non-clandestine acquisition, verification, processing, analysis and dissemination of information by a United Nations peacekeeping mission within a specific, directed cycle, and within its mandate and area of operation, must be performed in full compliance with the Charter of the United Nations for the safety and security and protection of civilians tasks of the Security Council mandate. Furthermore, the Special Committee urges the Secretariat to undertake close consultations with Member States, drawing on their views and legitimate concerns, in this regard. The Special Committee also urges continued consultations as policies and procedures are further developed.

72. In addition, the Special Committee notes that there is no single solution for safety and security. Adequate equipment, effective command and control and adherence to United Nations standards and procedures also contribute towards enhanced safety and security.

73. The Special Committee emphasizes the importance of upholding the principles of the Charter of the United Nations and the basic principles of peacekeeping. In this regard, the Special Committee requests the Secretariat to develop, before the end of 2017, specific and detailed legal, operational and technical guidelines.

74. The Special Committee notes the potential effect on neighbouring States and the region. In this context, the Special Committee highlights the important role the peacekeeping missions play in coordinating and liaising with neighbouring States and regional organizations, as appropriate.

75. The Special Committee reiterates that due consideration should be given to the importance of recruiting United Nations personnel on as wide a geographical basis as possible, and knowledge of local environment and culture when recruiting qualified personnel to carry out these activities.

76. The Special Committee emphasizes the need to guarantee the confidentiality of the sensitive information stored in the context of peacekeeping, and underscores that the use of such sensitive information must be consistent with the peacekeeping mission's mandate, namely, on a need-to-know basis, and must not be used to compromise the host State. The Special Committee also requests the Secretariat to issue guidance and develop procedures concerning the handling of any sensitive information to guarantee such confidentiality and to ensure that the management of such information is in accordance with operational requirements and directed by the senior mission leadership. In this regard, the Special Committee notes the promulgated compulsory training programme for all staff on information sensitivity, classification and handling.

77. The Special Committee recognizes the role that the United Nations Operations and Crisis Centre, Joint Operations Centres, Joint Mission Analysis Centres and the Military Information Staff Branch (U-2) play in enhancing the safety and security of peacekeepers. The Special Committee underlines the importance of the exchange of relevant information among Joint Operations Centres, Joint Mission Analysis Centres and security-related analysis capabilities, and takes note of the efforts of the United Nations Operations and Crisis Centre to facilitate information-sharing. The Special Committee acknowledges the establishment of a mandatory watch capacity on a 24-hour, seven-day-per-week basis in mission Joint Operations Centres and the Joint Watch Room in the United Nations Operations and Crisis Centre, and stresses the need for continued improvements in the procedures relating to the passage of such information. In this regard, the Special Committee requests the Secretariat to provide an update on the impact of the United Nations Operations and Crisis Centre, Joint Operations Centres and Joint Mission Analysis Centres on these issues, including possible gaps, in advance of its next regular session.

E. Conduct and discipline

78. The Special Committee reaffirms the need to ensure that all categories of personnel in United Nations peacekeeping operations conduct themselves in such a manner as to preserve the credibility, impartiality and integrity of the United Nations. The Special Committee emphasizes that misconduct is unacceptable and that the reputation of peacekeeping missions in the eyes of the local population has a direct bearing on the operational effectiveness of the missions. The Special Committee underlines the necessity of investigating promptly any allegations and taking disciplinary measures against personnel found to have committed any form of misconduct. The Special Committee underscores the need for all United Nations personnel to act in a manner that reflects the values of the United Nations and in accordance with the mission mandate. The Special Committee encourages the United Nations to operate in a professional and disciplined manner at all times, reflecting an understanding of cultural awareness, and with the aim of gaining and maintaining the trust of the local population. In this regard, the Special Committee recognizes the importance of maintaining contact and communications with the local population during operations, and recommends that the United Nations take steps to increase the number of women deployed in missions and enhance the utilization of outreach programmes, and that the Civil Affairs Section maintain contact with the female population and female focus groups, who form an important conduit in the reporting process of allegations of misconduct. The Special Committee calls upon the

Secretariat to ensure that missions communicate with the host country, the local community and the victim, respecting confidentiality, with regard to investigation processes and outcomes, in a timely manner. The Special Committee calls upon the leadership of peacekeeping missions at all levels to maintain discipline and enforce United Nations regulations regarding conduct and discipline, in particular regarding acts of sexual exploitation and abuse. In particular, the Special Committee requests that force commanders and police commissioners record all breaches of conduct and discipline, including any instances of failure to follow orders, and report them to Headquarters. In turn, the Secretariat must inform the Member State concerned of serious breaches of conduct and discipline. The Special Committee takes note of Security Council resolution 2272 (2016), General Assembly resolution 71/278 and the report of the Secretary-General entitled "Special measures for protection from sexual exploitation and abuse: a new approach" (A/71/818, A/71/818/Corr.1 and A/71/818/Add.1).

79. The Special Committee reiterates the necessity of investigating promptly any credible allegation of sexual exploitation and abuse for all categories of United Nations personnel according to applicable agreements and established procedures and of taking appropriate disciplinary measures against personnel when such allegations are found to be substantiated. The Special Committee stresses the necessity of holding accountable those found to have committed any criminal offences or misconduct. The Special Committee welcomes all efforts by the Secretary-General to prevent such incidents and notes the proposed initiatives on prevention, enforcement and remedial action, including support to victims. The Special Committee highlights the continued need to strengthen measures against all forms of sexual exploitation and abuse by United Nations personnel throughout the system, as well as by non-United Nations personnel serving under the mandate of the Security Council. In this regard the Special Committee acknowledges the importance of the implementation of Council resolution 2272 (2016).

80. The Special Committee welcomes the Secretary-General's commitment to consider revising his 2003 bulletin on special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13), to resolve ambiguities over prohibited acts of sexual exploitation and sexual abuse involving sexual relationships between United Nations staff and beneficiaries of assistance.

81. The Special Committee acknowledges that any form of misconduct by peacekeepers, including allegations of sexual exploitation and abuse, has a damaging effect on the credibility, effectiveness and reputation of the United Nations. In this regard, the Special Committee requests the Secretary-General to review and standardize across the departments of the Secretariat and other United Nations organizations the policies and procedures for the initial assessment of allegations of sexual exploitation and abuse, taking into account the proper administration of justice and fairness, and to report thereon in the context of his next report on special measures for protection from sexual exploitation and abuse.

82. The Special Committee re-emphasizes the principle that the same standards of conduct must be applied without exception to all categories of United Nations peacekeeping personnel. The Special Committee stresses that, in the case of any violations of standards, appropriate action will be taken within the authority of the Secretary-General, while criminal and disciplinary responsibility with respect to members of national contingents and personnel deployed as experts on missions will be exercised in accordance with the national law of the contributing State. The Special Committee affirms that all peacekeeping personnel must be informed of and adhere to all applicable rules, regulations, provisions and guidelines provided by the United Nations for peacekeepers, as well as national laws and regulations, as appropriate. The Special Committee reaffirms that all acts of misconduct should be investigated

and punished without delay in accordance with due process of law and memorandums of understanding that have been concluded between the United Nations and the contributing State. The Special Committee highlights the necessity for the mission to report back to the local population, respecting confidentiality, on the investigation process and on the outcome of investigations into misconduct, including those of sexual exploitation and abuse, in a timely manner

83. The Special Committee acknowledges the efforts of troop-contributing and police-contributing countries with respect to showing a strong commitment to addressing the scourge of sexual exploitation and abuse by adopting or reinforcing internal national mechanisms.

84. The Special Committee re-emphasizes the importance of enhancing mandatory predeployment and in-mission training on the prevention of sexual exploitation and abuse. The Special Committee welcomes the development of the e-learning programme for Member States on sexual exploitation and abuse and encourages its translation into the official languages of the United Nations. It further encourages missions to conduct regular in-field training and awareness-raising seminars, supplementary to the mandatory predeployment training on sexual exploitation and abuse, for troops, police and civilians deployed to United Nations missions. In this regard, the Special Committee welcomes the recent development of training measures for the prevention of sexual exploitation and abuse and urges the Secretariat to take full advantage of these measures. The Special Committee also reminds troop-contributing and police-contributing countries to submit certification to the Secretary-General confirming that contingents have received predeployment training on sexual exploitation and abuse based on United Nations training materials.

85. The Special Committee welcomes the adoption by the General Assembly of resolution 71/134 on the criminal accountability of United Nations officials and experts on mission, and strongly encourages Member States to implement all the provisions of the resolution, in particular the provision regarding the establishment of jurisdiction over crimes, in particular those of a serious nature, as known in their existing national criminal laws, committed by their nationals while serving as United Nations officials. The Special Committee looks forward to further progress in addressing the criminal accountability of United Nations officials and experts on mission.

86. The Special Committee reiterates that troop-contributing and police-contributing countries bear the primary responsibility for maintaining discipline among their contingents deployed in peacekeeping missions.

87. The Special Committee stresses that, where allegations of human rights violations or sexual exploitation and abuse by non-United Nations forces acting under a mandate authorized by the Security Council are reported to a parallel United Nations presence, that presence must convey immediately a report of such allegations to the governments concerned, including that of the host country, and/or regional organizations, as appropriate, as well as to Headquarters. Furthermore, the Special Committee urges Member States deploying non-United Nations forces authorized under a Council mandate to take timely and appropriate steps to investigate allegations of sexual exploitation and abuse and to hold the perpetrators accountable.

88. The Special Committee recognizes that enhanced transparency of communications prevents allegations of misconduct from damaging the credibility of any United Nations peacekeeping mission, troop-contributing or police-contributing country or United Nations personnel. The Special Committee requests Member States to report to the Secretariat, proactively and on a systematic basis, on the status of ongoing investigations, including, when appropriate, on prosecution and disciplinary

actions taken in order to finalize open cases of misconduct, including those of sexual exploitation and abuse.

89. The Special Committee emphasizes that leadership is essential to the maintenance of good order and discipline and vital to the prevention of sexual exploitation and abuse. The Special Committee reiterates that the responsibility for creating and maintaining an environment that prevents all forms of misconduct, including sexual exploitation and abuse, must be part of the performance objectives of special representatives of the Secretary-General and heads of mission, managers and commanders involved in United Nations peacekeeping operations. In this regard, the Special Committee notes with appreciation that accountability compacts have been extended to special representatives of the Secretary-General and heads of mission, and calls upon Member States to ensure that their commanders exercise their responsibilities for the conduct and discipline of their national contingent while assigned to United Nations peacekeeping missions, including cooperating in United Nations-authorized investigations and taking actions with respect to allegations. The Special Committee reiterates the importance of informing managers and commanders once an allegation is first reported, in accordance with the Department of Political Affairs/Department of Peacekeeping Operations/Department of Field Support policy on accountability for conduct and discipline in field missions. The Special Committee encourages managers and commanders to continue to facilitate investigations within their existing responsibilities. The Special Committee notes that the accountability framework on conduct and discipline for field missions has been enhanced with electronic quarterly and annual reporting tools, reflecting the implementation of the policy on accountability for conduct and discipline in field missions.

90. The Special Committee underlines the responsibility of troop-contributing countries for investigating allegations of misconduct involving members of military contingents, as provided for by the revised model memorandum of understanding. In this regard, the Special Committee reiterates its call upon Member States to provide the Secretariat, in a timely manner, with the information required on disciplinary actions taken at the national level with respect to substantiated cases of misconduct by military and police personnel and to improve responsiveness in this regard. The Special Committee takes note of the Secretary-General's expectation that Member States complete their investigations.

91. The Special Committee underlines the importance of a thorough screening of personnel prior to deployment in peacekeeping missions, including for criminal and human rights violations. In this regard, the Special Committee welcomes the implementation of the policy on human rights screening of United Nations personnel. The Special Committee welcomes the Secretary-General's requirement that Member States certify the vetting of all United Nations personnel before deployment. Furthermore, any individual against whom allegation(s) of misconduct are found to be unsubstantiated is allowed to be deployed to United Nations missions again, unless non-conduct and discipline-related issues prevent such future deployment.

92. The Special Committee welcomes the efforts of the Conduct and Discipline Unit at Headquarters and the conduct and discipline teams in the field and continues to encourage the further strengthening of cooperation and coordination among the Unit, its teams in the field, the Office of Internal Oversight Services (OIOS) and other relevant entities, both at Headquarters and in the field. The Special Committee requests the Secretariat to provide a briefing on the measures taken and results achieved before its next substantive session. The Special Committee takes note of the efforts of the Secretary-General to strengthen investigations through OIOS, and requests that the reports of OIOS be systematically shared with the Member State concerned.

93. The Special Committee reaffirms the importance of continued and strengthened efforts to implement the policy of zero tolerance of sexual exploitation and abuse in United Nations peacekeeping operations. Stressing the importance of eliminating all forms of misconduct, the Special Committee remains concerned about new cases of reported misconduct, including sexual exploitation and abuse, and about the number of outstanding allegations still awaiting investigation, and encourages continued efforts to address this backlog. The Special Committee in this regard stresses the importance of immediately reporting allegations, as well as the timely investigation of allegations, and calls upon Member States to cooperate with the United Nations to undertake measures for the protection of victims and witnesses, ensure child- and victim-sensitive investigations and ensure that all appropriate disciplinary and judicial decisions are enforced. The Special Committee urges the Secretariat to continue to monitor this effort and reiterates that all parties responsible for implementing the policy of zero tolerance of sexual exploitation and abuse must be held accountable.

94. The Special Committee recalls the adoption by the General Assembly of resolution 62/214 containing the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel. In that regard, the Special Committee stresses the importance of working closely with Member States in the implementation of the aforementioned Strategy and welcomes the establishment by the Secretary-General of the United Nations trust fund in support of victims of sexual exploitation and abuse. Recognizing the importance of engaging communities and victims on prevention and reporting on sexual exploitation and abuse, the Special Committee welcomes the ongoing efforts of missions to implement community-based complaint mechanisms to ensure the availability of confidential and easily accessible reporting mechanisms for victims of sexual exploitation and abuse. The Special Committee emphasizes the importance of keeping local communities informed of the outcome of investigations into allegations of sexual exploitation and abuse, including any relevant disciplinary actions undertaken. The Special Committee requests an update on the progress of that initiative before its next substantive session.

95. The Special Committee reaffirms the importance of welfare and recreation for personnel serving in peacekeeping operations, bearing in mind that welfare and recreation also contribute to the strengthening of morale and discipline. The Special Committee reaffirms the important role of troop-contributing and police-contributing countries in providing for the welfare and recreation of contingent personnel and believes that the provision of facilities relating to welfare and recreation should be adequately prioritized during the establishment of peacekeeping missions. The Special Committee requests the Secretariat to provide a briefing on welfare and recreation in peacekeeping missions before its next substantive session.

96. The Special Committee stresses the need for continuous improvement in communication between the Secretariat and troop-contributing and police-contributing countries so as to ensure the effectiveness of all procedures relating to conduct and discipline matters. The Special Committee underscores, in particular, the need for notifications to convey all relevant information in a timely and detailed manner.

97. The Special Committee welcomes the Secretary-General's extension of the appointment of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse and requests the Special Coordinator to fully engage with Member States.

98. The Special Committee notes the Secretary-General's initiative on establishing a voluntary compact on preventing and addressing sexual exploitation and abuse, which has been signed by a number of countries. The Special Committee also notes the establishment of a circle of leadership on the prevention of and response to sexual

exploitation and abuse in United Nations operations consisting of a number of Heads of State and Government.

F. Strengthening operational capacity

1. General

99. The Special Committee underlines that the United Nations must become a more field-oriented organization that is focused, inter alia, on engaging with, serving and protecting the people it has been mandated to assist. The Special Committee commends the efforts of the Secretary-General to enhance the performance of the United Nations Secretariat with regard to the peace and security pillar. The Special Committee takes note of the report of the Secretary-General on this issue (A/72/525), and takes note of the assurances provided by the Secretary-General in that report, including that his reform proposal does not seek to change established mandates, functions or funding sources of the peace and security pillar. The Special Committee recalls General Assembly resolution 72/199 and encourages the Secretary-General to submit to the Assembly, as soon as possible, a comprehensive report on the reform of the peace and security pillar that elaborates on the establishment of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, including detailed information on the proposed functions, structure and staffing requirements, for the consideration of and decision by the Assembly, in accordance with established procedures. In this regard, the Special Committee encourages the Secretary-General, working in coordination with Member States through the parallel management reform process, to ensure flexible, responsive delivery of support for field operations.

100. The Special Committee calls upon the Secretariat and Member States to continue to work to improve the performance of peacekeeping operations. In this regard, the Special Committee recognizes that the effective implementation of mission mandates is the responsibility of all stakeholders and is contingent upon several critical factors, including, but not limited to, well-defined, realistic and achievable mandates; political will, leadership and performance and accountability at all levels; adequate resources; and policy, planning and operational guidelines and training.

101. The Special Committee recognizes that some peacekeeping missions face mandate and resource adjustments, and that such adjustments may have a critical impact in the field. In this regard, the Special Committee emphasizes that peacekeeping operations should be provided with adequate financial and human resources for the effective and efficient discharge of their mandated tasks, including equipment and other assets.

102. The Special Committee requests the Secretariat to develop, with due consideration with relevant bodies and in accordance with its established practices and procedures, an integrated performance policy framework for mandate implementation based on clear standards for all relevant civilian and uniformed personnel working in and supporting peacekeeping operations in the Secretariat and missions. The framework should include comprehensive and objective methodologies, based on clear and well-defined benchmarks, in order to measure and monitor peacekeeping performance and to ensure the collection of centralized performance data to be used to improve the planning and evaluation of peacekeeping missions.

103. In addition, the framework should comprise measures to ensure accountability and incentivize performance, including, but not limited to, the recognition of outstanding performance, capacity-building, remedial action, administrative measures for United Nations civilian personnel and other appropriate measures

related to all aspects of deployment. The Special Committee requests the Chair of its Working Group of the Whole to convene informal consultations once every two months to exchange views and provide input regarding the constituent elements of the integrated performance policy framework throughout its progressive development.

104. The Special Committee stresses the importance of avoiding caveats that may impinge upon the operational effectiveness in delivering mandates; however, national caveats not declared and not formally accepted by the Secretariat may adversely limit mandate implementation. During the negotiation process, but prior to deployment, troop-contributing and police-contributing countries should identify and clearly communicate national caveats and equipment shortfalls that might affect the use of their military or police contingents. The Special Committee reiterates its call for troop-contributing and police-contributing countries to notify the Department of Peacekeeping Operations of any change in the status of caveats. In this regard, the Special Committee encourages the Secretariat to work closely with missions and force commanders and to use a holistic approach to caveats to ensure that the cumulative effect of caveats within a mission does not result in a deviation from the mandate. The Special Committee further encourages the Secretariat to develop a clear, comprehensive and transparent procedure on caveats, in consultation with the troop-contributing and police-contributing countries, that results in the declaration of national caveats before deployment and the notification of the Secretariat when a national caveat changes or a new national caveat arises during deployment.

105. The Special Committee expresses its grave concern over the delays in the finalization of the memorandums of understanding and their consequences, and emphasizes the importance of adequate Secretariat capacity and capability and the need for troop-contributing and police-contributing countries to actively provide the necessary information, in a timely manner, to ensure that memorandums of understanding are signed before deployment, or shortly after deployment when circumstances require urgent deployment. The Special Committee further emphasizes the importance of quickly amending memorandums of understanding to reflect changed operational requirements or mission circumstances. This approach will allow for better understanding of troop-contributing country unit capabilities and capacities and the implementation of the personnel and equipment reimbursement frameworks of the United Nations.

106. The Special Committee recognizes the importance of having peacekeeping operations anchored in and guided by a political strategy throughout their duration and the centrality of political processes in this regard. The Special Committee takes note of the ongoing efforts made by the Secretariat to support system-wide improvements in analysis and planning through the joint conduct of strategic assessments, so as to provide increased clarity of political objectives for mission mandates in an effort to support political processes, exit strategies and conflict-prevention efforts. In this regard, the Special Committee takes note of the analysis and planning capacity in the Executive Office of the Secretary-General. The Special Committee underlines the need to enhance analysis of conflict dynamics at the local, national and regional levels in order to support the formulation of clear strategies and policies aimed at strengthening the political process.

107. The Special Committee emphasizes that planning should be based on clear and prioritized objectives of the mandate, measures of effectiveness that focus on the impact of delivery, benchmarks for success and a plan to draw down and make the appropriate transition to a successor arrangement when those benchmarks are achieved. The Special Committee notes that planning should involve national authorities, the United Nations country team and other key relevant actors at early stages.

108. The Special Committee underscores that it may be necessary for peacekeeping operations to contribute to the maintenance or improvement of the infrastructure of the host country, within mandated areas of operation and with the consent of the host State, especially when such actions contribute to safety and security and the protection of civilians, providing that these actions remain within the means and capabilities of the mission and do not negatively affect the effective delivery of the mandate.

109. The Special Committee emphasizes the need for a comprehensive and inclusive discussion on all aspects of the ways and means to enhance the effectiveness of peacekeeping missions, including the requirement for peacekeeping missions to adopt a posture and take necessary action that will deter threats to the implementation of mandates, to enhance the safety and security of peacekeeping personnel and to support the ongoing peace processes, in accordance with the Charter and the guiding principles outlined in the present report.

110. The Special Committee reiterates that there should be adequate capabilities and clear and appropriate operational guidelines for peacekeeping missions to ensure that they are able to effectively carry out all their mandated tasks. The Special Committee encourages the Secretariat to continue its work on a comprehensive capability-driven approach, and on the development of an integrated capabilities and performance framework, in close cooperation with troop-contributing and police-contributing countries. In this regard, the Special Committee notes the Integrated Assessment and Planning Handbook and the Secretary-General's Policy on Integrated Assessment and Planning and looks forward to the updating of the Handbook and its overarching Policy, and notes the efforts by the Secretariat to strengthen the operational readiness of troop-contributing and police-contributing countries for United Nations peacekeeping missions, including through the development of the operational readiness assurance and performance improvement policy. The Special Committee takes note of the ongoing work being carried out by the Uniformed Capabilities Development Steering Group to address critical capability gaps and encourages the holistic approach taken by the Steering Group of engaging all stakeholders. The Special Committee requests an updated briefing on the progress made before its next substantive session.

111. The Special Committee takes note of the operationalization of the Peacekeeping Capability Readiness System. The Special Committee reiterates its calls upon the Secretariat to be transparent in selecting contingents from troop-contributing and police-contributing countries. In this regard, the Special Committee emphasizes that the basis of selection should include performance, capabilities and equipment, and individual and collective military and police skills specific to the requirements of each mission, including the operational environment. Furthermore, when a troop-contributing country has been notified/requested by the Secretariat to consider deploying a contingent to a specific peacekeeping mission and then is not selected for deployment, the Special Committee requests the Secretariat to provide to that troop-contributing country, upon its request, feedback on that decision.

112. The Special Committee supports the initiative of establishing female engagement teams in missions as one of the ways to ensure greater participation by women in peacekeeping operations and improve overall operational effectiveness, and takes note, in this regard, of the policy developed by the Secretariat.

113. The Special Committee notes the activities of the Strategic Force Generation and Capability Planning Cell in conjunction with the Peacekeeping Capability Readiness System, which is aimed at supporting systematic planning on future peacekeeping capability needs (see A/72/573, para. 62). The Special Committee encourages further cooperation between the Secretariat and troop-contributing and

police-contributing countries on measures to improve operational readiness and to continue to further explore force generation and long-term rotation planning. The Special Committee reiterates its requests to the Secretariat to develop a policy on force generation, long-term rotation plans and innovative multinational rotation concepts, in consultation with Member States.

114. The Special Committee stresses that the timely availability of sufficiently trained and equipped uniformed and civilian personnel is a key contributor to the success of a peacekeeping operation. In this regard, the Special Committee takes note of the letter dated 15 December 2017 from the Secretary-General addressed to the President of the Security Council (S/2017/1079). Bearing in mind that efforts to fill capability gaps should be a sustainable process, the Special Committee encourages the Secretariat's efforts to further promote the filling of gaps by enhancing strategic force generation and the coordination of training and capacity-building, including through the facilitation of long-term rotation plans and triangular partnership arrangements, in cooperation with and with support from Member States. The Special Committee reiterates its request that the Secretariat, in consultation with Member States, develop a policy on force generation and long-term rotation plans.

115. The Special Committee welcomes the work of Member States and the Secretariat in developing, updating and promulgating key United Nations military unit manuals with the aim of standardizing and enhancing the capability of peacekeeping missions. The Special Committee looks forward to the implementation, validation and operationalization of the military unit manuals by troop-contributing and police-contributing countries and encourages the Secretariat to continue to work in close cooperation with Member States, in particular troop-contributing and police-contributing countries, to validate and implement the manuals. The Special Committee emphasizes the importance of the development of training packages to support the effective implementation and validation of the manuals. The Special Committee acknowledges that the United Nations military unit manuals provide a framework for evaluation and notes the promulgation of the standard operating procedures for the evaluation by force and sector commanders of subordinate military entities in peacekeeping operations, which provides a framework to improve the performance of subordinate units, and the standard operating procedures for the evaluation of force headquarters in peacekeeping operations. The Special Committee supports the operational readiness assurance and performance improvement policy.

116. The Special Committee strongly recommends that the Security Council be fully advised on the availability of the operational and logistical capabilities, including the concept of operations that would be necessary for the success of a peacekeeping operation, prior to making a decision to establish a new mandate or make a major change to an existing one. The Special Committee emphasizes that, when a new level of performance is required in the field as a result of a sudden change in situation, the Secretariat should fully explain the changed requirements and consult with the troop-contributing and police-contributing countries to solicit their views and concerns and indicate changes to tasks that must be performed. The mission leadership should do the same with their respective contingents. The Special Committee concurs with the High-level Independent Panel on Peace Operations in its report (see A/70/95-S/2015/446) that, whenever the mandate of a mission is changed or amended, the views of the troop-contributing and police-contributing countries should be fully taken into account and that the Secretariat should ensure that these views are reflected in the operational documents, including the concept of operations and the rules of engagement.

117. The Special Committee welcomes the work of the Secretary-General to increase the number of rapidly deployable troops and police and welcomes the commitments with respect to rapidly deployable capabilities that have been pledged by Member

States. The Special Committee encourages others to come forward with similar units that are deployable within 60 days of a Security Council mandate. The Special Committee calls upon the Secretariat to facilitate the process of pledges moving to higher states of readiness. In parallel, the Special Committee calls upon the United Nations, in particular the Department of Peacekeeping Operations and the Department of Field Support, to develop and strengthen plans and arrangements for the deployment of troops, police and civilian mission components to new or expanded peacekeeping operations, including: (a) the pre-identification and rapid recruitment and deployment of trained and ready military, police and civilian components; (b) the rapid airlift of personnel and equipment; (c) rapid enabling support, including engineering for airfields and base camps, security and medical evacuation, to support stand-up; (d) sustainment (for example, food, water and fuel for the deployed units in the initial phases); and (e) the rapid deployment of force headquarters and enablers.

118. The Special Committee stresses the importance of continuing the development of the Joint Operations Centres and Joint Mission Analysis Centres and the updates to and reviews of policy and guidelines on these Centres, and encourages the continuation of the ongoing training efforts organized by the United Nations Operations and Crisis Centre. The Special Committee notes that some field missions continue to experience challenges to the effective operation of the Joint Operations Centres and Joint Mission Analysis Centres. In this regard, the Special Committee continues to emphasize the importance of recruiting appropriately qualified personnel and delivering training to the staff of the Centres to ensure maximum effect and to encourage continuity at post. The Special Committee reaffirms the need for all mission components to ensure that information is shared with the Joint Operations Centres and Joint Mission Analysis Centres in a timely fashion and that the Centres make the results of their work available to mission senior leadership and United Nations Headquarters when so requested, with minimal delay, with the objective of ensuring unity of understanding. In order to avoid duplication, the Special Committee recognizes the need for the further review and streamlining of the reporting obligations of field missions.

119. The Special Committee stresses the importance of ensuring effective command and control in peacekeeping operations. In this context, the Special Committee encourages dialogue among Member States, the Secretariat and missions on steps to strengthen the understanding of command and control architecture and its application. The Special Committee encourages the Secretariat to further improve this architecture to enable greater clarity in the delineation of responsibility between various components and levels of authority, especially for the command and control of military enablers.

120. The Special Committee requests the Secretariat to ensure that the introduction and use of new technologies in peacekeeping operations are field-focused, reliable, cost-effective and driven by the practical needs of end users on the ground. The Special Committee takes note of the ongoing work of the Secretariat in the implementation of a strategy to better integrate the use of technologies for the purposes of increasing safety and security, improving situational awareness, enhancing field support and facilitating substantive mandate implementation, and requests that the Secretariat continue to keep Member States informed. The Special Committee recalls that the introduction and use of new technologies should be implemented with transparency and in consultation with Member States, as appropriate. In this regard, the Special Committee also recalls the Organization's commitment to privacy, confidentiality, transparency and respect for State sovereignty.

121. The Special Committee invites the Department of Peacekeeping Operations to anticipate and define a minimum level of military capability requirements, where appropriate, with the support of Member States, consistent with the safety and security challenges faced by United Nations personnel in the mission area of operations.

122. The Special Committee requests the Secretariat to provide before the next session, unless otherwise specified, the following briefings and/or updates:

(a) On the second report of the Secretary-General on the reform of the peace and security pillar, immediately after its release;

(b) On an analysis of conflict dynamics at the local, national and regional levels in order to support the formulation of clear strategies and policies aimed at strengthening the political process;

(c) On the use of the Peacekeeping Capability Readiness System and the policy on force generation and long-term rotation plans, and lessons learned, on a regular basis during scheduled meetings or upon the request of troop-contributing or police-contributing countries;

(d) On the progress made in updating the manuals on the basis of lessons learned;

(e) On an update on the implementation of the operational readiness assurance and performance improvement policy;

(f) On rapidly deployable and integrated headquarters, and how communications technologies and organizational concepts can assist in the integration of civilian, military and police components, unite action and broaden control;

(g) On the Joint Operations Centres and Joint Mission Analysis Centres, on a yearly basis, before the second half of each year;

(h) On the results of the ongoing review of the policy on authority, command and control in United Nations peacekeeping operations, when completed;

(i) On peacekeeping operation capabilities prior to the next substantive session, with a focus on the safety and security challenges met by United Nations staff in the mission area of operations;

(j) On the progress made by the Uniformed Capabilities Development Steering Group in addressing critical capability gaps in United Nations peacekeeping missions;

(k) On the progress made on the establishment of female engagement teams and the implementation of the policy developed by the Secretariat.

2. Military capacities

123. The Special Committee notes that military operational capacity is the ability to achieve a desired effect, in a specific operating environment, that contributes to the successful implementation of the mandate. It is defined by three interdependent factors: force (contingent) readiness, which includes resources, equipment and training; sustainability; and force (contingent) structure.

124. The Special Committee notes with concern the gap between peacekeeping mandates and the enabling assets available to missions and recognizes that existing shortages must be overcome in order for the increasingly complex mandated tasks to be properly carried out. In this regard, the Special Committee notes that capability gaps constitute a critical issue, which can be dealt with on multiple fronts and in a coherent manner. The Special Committee also notes that it, along with other relevant entities and United Nations mechanisms, such as the Fifth Committee of the General Assembly, the Working Group on Contingent-Owned Equipment and bilateral and triangular cooperation, all have their roles to play in this effort. The Special Committee encourages the Secretariat to ensure cohesion with regard to the capability-driven approach, as informed by the military capability assessment, and to support different initiatives, including the agreed use of modern technology consistent

with the basic principles of peacekeeping, in order to enhance, among other things, situational awareness, protection of civilians and force protection.

125. The Special Committee recalls the pledges made by a number of Member States to help meet persistent capacity gaps and to improve the performance and capabilities of uniformed and civilian personnel made at various multilateral meetings held from 2015 to 2017, including the Leaders' Summit on Peacekeeping held in New York in September 2015, the Peacekeeping Defence Ministerial held in London in September 2016, the Ministerial Conference on Peacekeeping in the Francophone Area held in Paris in October 2016 and the Peacekeeping Defence Ministerial held in Vancouver in November 2017. The Special Committee notes that such pledges contribute to addressing the gap between peacekeeping mandates and enabling assets in peacekeeping missions, and it encourages Member States and the United Nations to continue to work together to ensure the deployment of pledged capabilities and the realization of new pledges.

126. The Special Committee notes with concern the negative impact that the lack of critical assets, as outlined in the quarterly reports of uniformed capability requirements, are having on the ability of missions to successfully carry out their mandates.

127. The Special Committee acknowledges the critical contribution that military aviation makes to the operational effectiveness, mobility and safety and security of peacekeepers and, as a result, to the ability of the missions to successfully carry out their mandates. The Special Committee notes the Secretariat's ongoing review of issues relating to command and control of military enabling assets, and requests that the review include the prioritization and tasking of aviation assets, in consultation with troop-contributing countries. The Special Committee expresses its concern with regard to the current unclear command and control arrangements for military helicopters and fixed-wing aircraft. The Special Committee requests that the Secretariat clarify the command and control arrangements for these assets to ensure the necessary access by the military to a designated medical/casualty evacuation capability during planned operations and emergencies. The Special Committee expresses its concern regarding the lack of progress in addressing these complex challenges and the impact they are having on the ability of missions to fulfil their mandates, as well as the potential risks they pose to the safety and security of peacekeepers. The Special Committee encourages the Secretariat to continue to work in close cooperation with Member States to identify all factors that might cause delays or prevent troop-contributing countries from contributing military helicopters and that affect utilization rates or the most effective use of these assets in missions. Areas to consider should include reimbursement rates, military helicopter standards and mission profiles, contractual matters, utilization arrangements, force-generation planning, command and control arrangements and associated availability arrangements and troop-contributing country capabilities.

128. The Special Committee recommends that troop-contributing countries be advised on the operational and logistical capabilities deemed necessary for the success of a peacekeeping operation, which should have clear and credible mandates matched with appropriate resources. In this context, the Special Committee requests the Secretariat to consult with the mission leadership and troop-contributing countries regarding the formulation of mission-specific statements of unit requirements. The Special Committee notes the issuance of the report on uniformed capability requirements for United Nations peacekeeping produced by the Secretariat and its utility for the Secretariat and Member States.

129. The Special Committee encourages the Secretariat to continue to play a significant role in improving coordination among the capacity-building and training

efforts of various regional, multilateral and bilateral actors directed towards establishing long-term and stronger relationships with current or potential troop-contributing countries, including through developing outreach strategies. The Special Committee notes that mobile training teams and triangular partnerships are tools that lead to synergies and increased efficiency in peacekeeping operations. The Special Committee acknowledges the opportunities to match potential troop-contributing countries that would benefit from targeted training and capacity-building support with Member States with the capacity to provide such support. In this regard, the Special Committee welcomes the Secretary-General's initiative to establish a coordination mechanism to match troop-contributing and police-contributing countries registered in the Peacekeeping Capability Readiness System with Member States willing to provide support for bilateral or trilateral engagement. The Special Committee suggests that the Secretariat include training and capacity-building requirements in the quarterly uniformed requirements reports to aid in this endeavour. The Special Committee urges Member States providing bilateral or trilateral assistance to do so with a medium- to long-term mindset and a focus on developing sustainable national training capacities.

130. The Special Committee notes the continued efforts by the Secretariat to enhance inter-mission cooperation and recognizes that such cooperation can provide a timely response to critically needed capacity as an interim, short-term measure. The Special Committee emphasizes that inter-mission cooperation should not hinder the capacity of peacekeeping operations to fully implement their mandates and should abide by the decisions of the General Assembly and by the memorandums of understanding that have been concluded between the United Nations and the contributing countries. The Special Committee requests the Secretariat, in consultation with troop-contributing countries, to continue to assess the practice of inter-mission cooperation, including recent experiences and lessons learned, and to evaluate advantages and disadvantages of this practice, with a view to streamlining standard operating procedures and improving the effectiveness of such cooperation.

131. The Special Committee continues to emphasize the need to expand the base of troop-contributing countries to encompass new contributors while retaining current and established contributors and continuing to place effectiveness, performance and professionalism at the core of peacekeeping operations. The Special Committee takes note of the continuing efforts of the Strategic Force Generation and Capability Planning Cell concerning early and continuous engagement with Member States to strengthen information-sharing and to facilitate the provision of enabling capabilities through multilateral and/or bilateral arrangements on the basis of, but not limited to, the many pledges announced by Member States. The Special Committee welcomes the innovative and ongoing approach to force generation and appreciates the new initiatives of Member States, including "smart pledges", co-deployment and contributions to multinational rotations. The Special Committee calls upon the Secretariat to build on these initiatives as a means of encouraging additional Member States to develop similar mutually beneficial cooperation agreements.

132. The Special Committee takes note of the fact that decisions were taken by consensus in 2017 by the Working Group on Contingent-Owned Equipment, but that agreement was not reached on all issues, including capabilities. The Special Committee emphasizes the importance of effective and transparent inspections of contingent-owned equipment and recommends that the holdings of contingent-owned equipment be regularly reviewed to reflect mission requirements. The Special Committee requests the Secretariat to conduct regular verification inspections of equipment and resources provided by the United Nations.

133. To facilitate effective force generation, the timely deployment of peacekeeping units and the reimbursement of expenses to troop-contributing countries, the Special

Committee encourages the Secretariat to continue to recognize the multiplicity of equipment and consult with troop-contributing countries to address potential issues relating to contingent-owned equipment during negotiations on memorandums of understanding.

134. The Special Committee stresses the importance of timely mission start-up and acknowledges the need for the rapid deployment of military enablers, including medical and logistics support. In this regard, the Special Committee notes the rapid deployment level of the Peacekeeping Capability Readiness System and requests the Secretariat to continue to further explore effective measures to improve rapid deployment, including through the operationalization of the System.

135. The Special Committee requests the Secretariat to provide before the next session, unless otherwise specified, the following briefings and/or updates:

(a) On the plan to optimize pledges made at the Peacekeeping Defence Ministerial held in Vancouver in November 2017, especially with regard to the optimization of the excess resources pledged and areas where critical capability gaps remain;

(b) On the recent experiences with inter-mission cooperation and lessons learned, including advantages and disadvantages, with a view to streamlining standard operating procedures and improving the effectiveness of such cooperation;

(c) On the issue of the most recent Working Group on Contingent-Owned Equipment.

3. United Nations police capacities

136. The Special Committee underlines that international policing is a critical component of and plays an important role in United Nations peacekeeping operations, often requiring police peacekeepers to provide interim security, maintain public order, protect civilians and/or help to build or rebuild the host nation's criminal justice system through capacity-building. Policing can contribute to the prevention and resolution of conflict, and the Special Committee recognizes the importance of policing, where mandated, to peacebuilding, sustaining peace and reconciliation. The Special Committee also underlines the critical importance of fully integrating police planning into the overall mission planning process, and encourages planners in the Department of Peacekeeping Operations to continue to constructively engage with the Police Division. The Special Committee notes that the nature of international policing tasks and the requirements to effectively operate in modern peacekeeping environments are increasingly complex, and stresses that United Nations policing mandates should be both strategic and realistic, as well as appropriately resourced to best meet these requirements. The Special Committee emphasizes the need for United Nations police, military and civilian personnel to have distinct roles within an integrated approach to peacekeeping operations. The Special Committee commends the developments in United Nations policing that have occurred in recent years. The Special Committee notes all relevant United Nations resolutions on policing; the 2014 Policy on United Nations Police in Peacekeeping Operations and Special Political Missions; the recommendations related to policing of the High-level Independent Panel on Peacekeeping Operations; the first United Nations Chiefs of Police Summit in 2016; and the report of the Secretary-General on United Nations policing (S/2016/952), including its reference to the external review of the functions, structure and capacity of the Police Division, bearing in mind the need for sustained dialogue between the Secretariat and Member States to continue to improve United Nations policing.

137. The Special Committee requests the Secretariat to review as necessary and address the functions, structure and capacity of the Police Division in a transparent, inclusive and responsible manner, and requests a comprehensive briefing before the end of the next substantive session.

138. The Special Committee recognizes that Member States often use different policing models, which makes efforts to ensure a unified policing approach a particular challenge in United Nations field operations. In this regard, the Special Committee takes note of the development of the Strategic Guidance Framework for International Police Peacekeeping as a doctrinal foundation for United Nations policing and the finalization of the Framework's four guidelines on capacity-building and development, police command, police operations and police administration. The Special Committee calls for the swift completion and implementation of the detailed manuals and related training materials, requests the Police Division to expedite the next phase and stresses the importance of the rapid implementation of the Framework in missions. The Special Committee encourages the Police Division to share the results with regional organizations, and requests an update before its next substantive session.

139. The Special Committee welcomes the increased dialogue among Member States, the Secretariat and United Nations peacekeeping operations, including briefings by heads of police components to the Security Council and the first United Nations Chiefs of Police Summit. The Special Committee encourages the Police Division to continue to strengthen the interactive dialogue with Member States and provide comprehensive quarterly briefings.

140. The Special Committee recognizes the need for and the challenges of recruiting qualified personnel for police components of United Nations peacekeeping operations, and notes the recent recruitment efforts and initiatives to enhance the efficiency and transparency of the selection and deployment of qualified police personnel with the requisite skills, including the United Nations Chiefs of Police Summit, the consolidation of the Peacekeeping Capability Readiness System, the use of the senior leadership roster, the specialized police teams approach, the deployment of civilian experts, the expansion of the human resources management system (HERMES) and increased outreach through the Police Division website. In this regard, the Special Committee emphasizes the need to ensure that key leadership positions in the Secretariat and in the field missions are filled on the basis of merit and take into account as wide a geographic distribution as possible. The Special Committee looks forward to the results of the upcoming audit of the selection and recruitment process and requests a briefing before the end of 2018.

141. The Special Committee takes note of the development of the Standing Police Capacity in order to respond quickly to the needs of missions in the field and of the utilization of the Standing Police Capacity and its increasing coordination in the fields of training and planning for mission support. The Special Committee requests that the Police Division continue to examine the role of the Standing Police Capacity and identify areas where it can support Police Division activity when not deployed. The Special Committee requests a briefing on the subject by the end of 2018.

142. The Special Committee emphasizes the need for and the challenges of recruiting qualified personnel for police components of United Nations peacekeeping operations. The Special Committee encourages the Secretariat to continue to increase the timeliness, effectiveness and transparency of the evaluations and candidate selection procedures, as well as provide guidance and continue to address existing gaps, in close consultation with police-contributing countries. The Special Committee is of the view that the police should be matched with positions that make the best use of their specific areas of expertise, which includes the need to identify the

qualifications necessary to meet specific mission requirements, and recognizes the continued efforts of Member States to nominate qualified personnel. Towards this end, the Special Committee also notes the call for specialized police teams and encourages the Secretariat, in cooperation with Member States, to develop a specific specialized police team policy that clearly defines the use of the teams and sets standards for their deployment.

143. Recognizing the significantly increased complexity of peacekeeping operations, the Special Committee calls upon the Police Division to ensure that all United Nations police personnel meet all requirements with regard to predeployment training, equipment and skills for United Nations personnel deployed to United Nations peacekeeping operations. The Special Committee recalls the importance of having United Nations police officers who are able to communicate with the local population. The Special Committee also recalls the responsibility of Member States to ensure that police personnel deployed in United Nations peacekeeping operations respect human rights, including through training on protection of civilians, child protection, sexual violence in armed conflict and gender-based violence and according to United Nations standards.

144. The Special Committee notes a variety of police-related training activities, in particular the revised core predeployment training materials, a series of training-of-trainers courses for formed police units, qualification programmes for the assessment of the operational capability of formed police units and the increased number of United Nations-recognized predeployment training programmes. The Special Committee urges the Secretariat to develop and provide, in cooperation with Member States and with donor support, a dedicated United Nations police commander's course for future United Nations police core leadership personnel without delay.

145. The Special Committee underlines the critical role that formed police units play in peacekeeping operations, which includes providing support to United Nations operations and ensuring the safety and security of United Nations personnel and missions, in particular with regard to the management of public order and the protection of civilians. The Special Committee requests the Police Division to continue to examine the role of formed police units and identify areas where it can better support mission tasks. Noting the increasing demand for formed police units, the Special Committee emphasizes the importance of transparency in the nomination/selection/repatriation system of the formed police units, requests a briefing before the end of 2018 on the Peacekeeping Capability Readiness System for new contributors and notes the necessity of aligning the tasks assigned to the units with mission-mandated tasks. The Special Committee acknowledges the ongoing efforts involving cooperation between the Secretariat and Member States to ensure the adequate equipping of formed police units, the training of their personnel and their readiness for rapid deployment when needed, which includes, among other things, the revision of the standard operating procedure on the assessment of the operational capability of formed police units for service in United Nations peacekeeping operations.

146. The Special Committee encourages the strengthening of efforts to increase the participation of female police officers in United Nations peacekeeping operations, especially as individual police officers, thereby contributing to the effectiveness of relevant mandate implementation. The benefits and value of women police officers in all aspects of United Nations policing, and particularly in United Nations missions in developing countries, is paramount, and gender sensitivity is critical to achieving mandate goals. The Special Committee also encourages the Police Division to work with Member States in order to attract more women and to continue to implement initiatives to attract more women police, in particular women at a senior level, on the basis of merit and on as wide a geographic distribution as possible. The Special

Committee also emphasizes continued gender mainstreaming throughout peacekeeping operations.

147. The Special Committee notes the value of cooperation among United Nations field missions, the United Nations Office on Drugs and Crime and the International Criminal Police Organization (INTERPOL) with regard to building the capacity of police personnel of host States, including on cross-border cooperation. The Special Committee encourages coordination and cooperation on policing issues among the United Nations Secretariat, INTERPOL and regional organizations, including through training, the sharing and exchange of relevant information, thematic expertise and operational support, as appropriate. The Special Committee recognizes the growing need to build institutional police capacity in conflict and post-conflict environments and notes the ongoing work undertaken by Member States, INTERPOL and the Secretariat. In this regard, the Committee emphasizes that the process should be carried out in consultation with and driven by Member States. The Special Committee notes the progress in building the capabilities of host States to address transnational organized crime and requests a briefing before the end of 2018.

148. The Special Committee requests a briefing from the Secretariat on the contribution of the Police Division to the global focal point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations before the next substantive session.

149. The Special Committee requests a briefing by the Secretariat regarding the improvement of United Nations police capacity, including the prioritization of tasks. The Special Committee also encourages the Secretariat to consult with Member States on the matter.

4. Doctrine and terminology

150. The Special Committee continues to recognize that peacekeeping operations have become more complex and that a common understanding of terminology is required in order to promote common approaches and cooperation. The Special Committee believes that further work on documents relating to United Nations peacekeeping should take due account of the views of Member States and be the subject of a thorough and comprehensive consideration by the Committee.

151. The Special Committee emphasizes and reiterates the importance of consistency in the use of its agreed peacekeeping terminology, and in this regard underlines that any change to agreed terminology should be done through the Committee.

152. The Special Committee underscores that, in order to achieve the objective of sustainable peace, United Nations peacekeeping operations should be accompanied by a parallel and inclusive peace process that is well planned and carefully designed, supported by the consent and adherence of the parties concerned, with clearly defined and achievable mandates, as well as well-established exit strategies.

G. Strategies for complex peacekeeping operations

1. General

153. The Special Committee notes that the Security Council unanimously adopted resolution 2086 (2013) on United Nations peacekeeping operations and stresses the need for the Secretariat to further engage with Member States, in particular troop-contributing and police-contributing countries, on all matters relating to peacekeeping operations.

154. The Special Committee takes note of the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) and the report of the Secretary-General on the implementation of the Panel's recommendations (A/70/357-S/2015/682). The Special Committee also takes note of the high-level review of the implementation of Security Council resolution 1325 (2000) and the report of the Advisory Group of Experts on the Review of the Peacebuilding Architecture (A/69/968-S/2015/490) and encourages coherence, synergies and complementarities among the ongoing reviews of the United Nations peace and security architecture. In this regard, the Special Committee, while recalling General Assembly resolution 70/6, requests the Secretary-General to implement appropriate reforms relating to peacekeeping emanating from the review processes in close consultation with Member States and after due consideration by the relevant bodies, in accordance with established procedures and in compliance with their respective purviews. The Special Committee also requests the Secretary-General to provide regular briefings to Member States on the implementation process in advance of its next substantive session.

155. The Special Committee stresses that peacekeeping operations are essentially political tools that should be designed and deployed as part of a broader strategy in support of viable political processes and solutions on the ground. In this regard, the United Nations should lead or play a leading role. The Special Committee supports the call by the Secretary-General for a renewed focus on the primacy of politics, prevention and mediation, as well as on the need for a stronger and more inclusive peace and security partnership and for a more field-focused, people-centred and coherent approach by the United Nations.

156. The Special Committee reiterates that there is no one-size-fits-all model for multidimensional peacekeeping operations and that each mission should take into account the needs of the country concerned. In this regard, such needs should be ascertained at the earliest possible stages of mission planning and reviewed through consultation with national authorities and other relevant stakeholders.

157. The Special Committee recognizes the need to refine the integrated assessment and planning of peacekeeping operations. In this regard, the Special Committee requests that the Secretary-General continue to enhance the strategic mission analysis of the root causes and dynamics of conflict to support the formulation of strategy and policy, providing the basis for closely integrated and realistic planning between military and other elements of the mission and the United Nations country team.

158. The Special Committee stresses that lasting progress in strengthening security, national reconciliation, the rule of law, human rights and sustainable development needs to occur in parallel, given the interconnected nature of these challenges in countries emerging from conflict.

159. The Special Committee emphasizes the importance of selecting the right leaders and ensuring that they have the support necessary to provide political direction and executive management of often large and complex peacekeeping operations. In this regard, the Special Committee requests the Secretary-General to ensure that the selection and appointment of senior leadership is reinforced through the consistent application of a defined and merit-based selection process, to support the promotion of serving women staff to senior leadership roles and to broaden the geographic representation of senior mission leaders.

160. The Special Committee recognizes the benefits of the implementation of prioritized and sequenced mandates that are based on a comprehensive analysis and a political strategy. The Special Committee encourages the Secretary-General to strengthen his engagement and reporting to the Security Council by emphasizing

enhanced analysis and planning, including on safety and security, so as to facilitate the Council's prioritization process.

161. The Special Committee, recalling the statement by the President of the Security Council of 19 January 2015 (S/PRST/2015/3), notes that successful implementation of the many tasks that peacekeeping operations could be mandated to undertake in the areas of security sector reform, disarmament, demobilization and reintegration, the rule of law, human rights and the protection of civilians requires an understanding of and actions based on a perspective that takes into account the close interlinkage between security and development.

162. The Special Committee stresses that peacekeeping operations need to be complemented with activities aimed at effectively improving the living conditions of the affected populations, including the quick implementation of highly effective and visible projects that help to create jobs and deliver basic social services in the post-conflict phase. Such activities need to be carried out as part of a cohesive mission strategy to engage communities, in full acknowledgement of the primary responsibility of the governments of the host countries to provide for their citizens, and missions must take care not to undermine efforts aimed at building the capacity of host governments to fulfil this role. The Special Committee underlines that planning for mission transition should be undertaken in consultation with the host country, including by taking into consideration ways to minimize the potential socioeconomic impacts of the mission's departure.

163. The Special Committee stresses that the United Nations system, including the Peacebuilding Commission and the international community, in particular donor countries, in cooperation with national authorities, should develop and engage in appropriate coordination mechanisms that focus on immediate needs and long-term reconstruction and poverty reduction. The Special Committee recognizes that better coordination among peacekeeping operations, the Peacebuilding Commission, where relevant, United Nations country teams and the various development actors is of paramount importance in ensuring greater efficiency and effectiveness in the delivery of critical peacebuilding tasks and in addressing urgent development needs.

164. The Special Committee underlines that establishing security, strengthening the rule of law, restoring critical infrastructure, revitalizing the economy and creating jobs, restarting basic services and building national capacity constitute crucial elements for the long-term development of post-conflict societies and for generating a sustainable peace, including for women and children.

165. The Special Committee recognizes the need for more people-centred peacekeeping, including through local-level analysis and planning that draws on more strategic engagement with communities and an understanding of local perceptions and priorities. In this regard, the Special Committee, while taking note of the work of the community liaison assistants, recognizes the important role of civil affairs officers in United Nations peacekeeping operations, including through the monitoring and facilitation of cross-mission representation at the local level, the provision of support for confidence-building, conflict management and reconciliation and the restoration and extension of State authority. The Special Committee notes that the successful implementation of many peacekeeping mandates requires a political solution to the conflict through consistent engagement with parties to the conflict, the host government, civil society and the local population, and stresses that the inclusion of local staff in civil affairs components has been important. The Special Committee encourages the Secretariat to continue and improve ongoing efforts to support their work and the effectiveness of civil affairs officers and requests that it be briefed on progress in this area before its next substantive session.

166. The Special Committee stresses the need to strengthen coordination among the mission, the United Nations country team and other United Nations bodies, including in addressing unexpected emergencies, such as natural and human-caused disasters.

167. The Special Committee notes that effective mission-wide communication strategies can enable peacekeeping operations to build trust with local communities, manage expectations, protect the safety and security of United Nations personnel and improve awareness of the work and contributions of United Nations personnel in complex and challenging environments. The Special Committee in this regard requests the Secretariat to provide, prior to its 2019 substantive session an overview of best practices and lessons learned on the use of broad-based strategic communication strategies in United Nations peacekeeping missions.

168. The Special Committee requests the Secretariat and encourages Member States, in particular those represented on the governance structures of United Nations agencies, funds and programmes, to promote coherence where United Nations peacekeeping operations are deployed alongside United Nations country teams.

169. The Special Committee welcomes the important work done by peacekeeping missions in support of the urgent needs of the countries where they operate and encourages the missions, within their mandates, to make full use of all existing means and capabilities.

2. Peacebuilding issues and the Peacebuilding Commission

170. The Special Committee notes General Assembly resolutions 60/180 of 20 December 2005, 65/7 of 29 October 2010, 70/1 of 25 September 2015 and 70/262 of 27 April 2016 and Security Council resolutions 1645 (2005) of 20 December 2005, 1947 (2010) of 29 October 2010, 2086 (2013) of 21 January 2013 and 2282 (2016) of 27 April 2016, and the statements by the President of the Security Council of 29 December 1998 (S/PRST/1998/38), 20 February 2001 (S/PRST/2001/5), 22 July 2009 (S/PRST/2009/23), 21 January 2011 (S/PRST/2011/2), 11 February 2011 (S/PRST/2011/4), 20 December 2012 (S/PRST/2012/29), 14 January 2015 (S/PRST/2015/2) and 28 July 2016 (S/PRST/2016/12).

171. The Special Committee welcomes General Assembly resolution 70/262 and Security Council resolution 2282 (2016) which, inter alia, recognize that the concept of "sustaining peace", as drawn from the report of the Advisory Group of Experts on the Review of the United Nations Peacebuilding Architecture, should be broadly understood as a goal and a process to build a common vision of a society and ensure that the needs of all segments of the population are taken into account, which encompasses activities aimed at preventing the outbreak, escalation, continuation and recurrence of conflict; addressing root causes; assisting parties to conflict to end hostilities; ensuring national reconciliation; and moving towards recovery, reconstruction and development. Sustaining peace should be considered a shared task and responsibility that needs to be fulfilled by the government and all other national stakeholders, and should flow through all three pillars of the United Nations engagement at all stages of conflict, and in all its dimensions, and needs sustained international attention and assistance.

172. The Special Committee reaffirms the primary responsibility of national governments and authorities in identifying, driving and directing priorities, strategies and activities for sustaining peace, and in this regard emphasizes that inclusivity is key to advancing national peacebuilding processes and objectives in order to ensure that the needs of all segments of society are taken into account.

173. The Special Committee reaffirms the importance of national ownership and leadership in peacebuilding, whereby the responsibility for sustaining peace is

broadly shared by the government and all national stakeholders, which is the fundamental principle with which international engagement should be aligned. In this regard, the Special Committee underlines the importance of inclusivity, dialogue, information-sharing and cooperation among countries affected by conflict and takes note of the steps they have taken to strengthen national ownership and improve the quality of international support. The Special Committee underlines the need to formulate peacebuilding strategies and programmes that build upon host-country strategies and stresses the important role the United Nations can play in helping national authorities to develop coherent national peacebuilding objectives and strategies, as well as in helping to mobilize international support for them.

174. The Special Committee recognizes the contribution of peacekeeping operations to a comprehensive strategy for peacebuilding and sustaining peace, and notes with appreciation the contributions that peacekeepers and peacekeeping missions make to peacebuilding.

175. The Special Committee recognizes the importance of adequately resourcing the peacebuilding components of relevant United Nations peacekeeping operations, including during mission transitions and drawdowns, to support the stability and continuity of peacebuilding activities.

176. The Special Committee takes note of the report of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446) and the report of the Secretary-General on the implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357-S/2015/682), and recognizes the emphasis these reports place on sustaining peace.

177. The Special Committee welcomes Security Council resolution 2086 (2013), with its particular focus on multidimensional peacekeeping as an important contribution to the pursuit of a comprehensive, coherent and integrated approach to peacekeeping and peacebuilding in order to achieve sustainable peace and development.

178. The Special Committee reaffirms the need for the Department of Peacekeeping Operations to plan and conduct United Nations peacekeeping activities so as to facilitate, in coordination with the host government, the United Nations country team and relevant national, regional and international actors, peacebuilding and sustaining peace, prevent relapse into armed conflict and progress towards sustainable development.

179. The Special Committee takes note of the endorsement by the Secretary-General of the Policy on Integrated Assessment and Planning and endorses the Integrated Assessment and Planning Handbook issued in 2013. The Special Committee encourages the United Nations to speed up the implementation of these guidelines. The Special Committee looks forward to an update before summer 2017 on the policy that was scheduled to be updated no later than the 1 March 2015. In this regard, the Special Committee underlines the importance of an effective, coordinated, integrated, coherent and holistic approach among relevant political, security and developmental actors, within and outside of the United Nations system, consistent with their respective mandates and the Charter of the United Nations, in the planning and implementation of peacebuilding efforts, building on their respective strengths, in all stages of conflict and post-conflict situations. Emphasis should be given to a more effective engagement with government, national and local actors. The Special Committee also emphasizes that institution-building requirements should be given full consideration, when mandated and upon the request of the host government, in the planning process for peacekeeping and peacebuilding activities from the earliest stages of an operation to the end of its life cycle.

180. The Special Committee recognizes that peacekeeping operations with multidimensional tasks and mandates should incorporate a peacebuilding perspective through an effective, integrated, coherent and holistic approach to peacebuilding. The Special Committee emphasizes the need for peacebuilding tasks that are incorporated into the mandates of peacekeeping missions to contribute to peacebuilding, sustaining peace and sustainable development. In this regard, the Special Committee stresses the need for closer coordination among peacekeeping missions, relevant United Nations entities, the United Nations country teams and other relevant actors.

181. The Special Committee stresses the important role that multidimensional peacekeeping missions play in peacebuilding and sustaining peace, including through: (a) assisting host countries in developing critical peacebuilding priorities and strategies; (b) helping to create an enabling environment for relevant national and international actors to perform peacebuilding tasks; and (c) implementing early peacebuilding tasks themselves in order to help countries to establish the foundations of peace, reduce the risk of relapse into conflict and establish conditions for recovery and development.

182. The Special Committee stresses the importance of the explicit definition and clear identification of peacebuilding activities in the mandates of peacekeeping operations, whenever appropriate, and of their helping to lay the foundations for longer-term peacebuilding and sustaining peace and sustainable development. The Special Committee recognizes the need to support national governments in their peacebuilding efforts in all stages of conflict and post-conflict situations and emphasizes that specific peacebuilding tasks undertaken by peacekeeping missions should be based on the priorities of the country concerned, the specific context and the comparative advantages of the peacekeeping operation relative to other actors on the ground. In this regard, the Special Committee notes the strategy of the Department of Peacekeeping Operations and the Department of Field Support on the role of peacekeepers in early peacebuilding. The Special Committee looks forward to the further implementation and updating of the strategy, in close consultation with all Member States, particularly troop-contributing and police-contributing countries, the Peacebuilding Commission, field missions and all other relevant actors in the United Nations, and encourages the Department of Peacekeeping Operations and the Department of Field Support to continue to take stock of the experiences, lessons learned and needs on the ground with regard to peacekeepers in their role in early peacebuilding.

183. The Special Committee further stresses that, where appropriate and consistent with the mandate, peacekeeping efforts should be accompanied by peacebuilding activities, so as to enable capacity-building, on the basis of national ownership, to pave the way towards a seamless exit strategy, to prevent recurrence of armed conflicts and to support critical tasks in order to achieve sustainable peace. The Special Committee further underlines that due consideration should be given by the United Nations to the manner in which those efforts can be carried out from the early stages of United Nations engagement and continue without interruption after the departure of United Nations peacekeeping operations.

184. The Special Committee underlines the critical importance of effective integration and ongoing coordination and cooperation among the United Nations peacekeeping operation, the United Nations country team and any other relevant United Nations actors within their respective mandates so that clarity exists on the respective roles and responsibilities of each, particularly with regard to the approach taken during transitions, for the delivery of critical peacebuilding needs, building on their respective strengths and capacities. In addition, the Special Committee emphasizes the need for progress in clarifying roles and responsibilities in the field and at Headquarters in order to ensure a more predictable and accountable response.

The Special Committee urges the Secretary-General to continue efforts to clarify roles and responsibilities for critical peacebuilding tasks and requests consultations with Member States, including the host country, on the progress made in and the status of these efforts. In this regard, the Special Committee encourages the strengthening, within established mandates, of coordinated action based on a clear division of labour to support institution-building.

185. The Special Committee recognizes the fundamental principle of national ownership and the importance of supporting national capacity development and institution-building, including through peacekeeping operations in accordance with their mandates, and forging South-South and triangular cooperation.

186. The Special Committee underlines the importance of the Policy on Integrated Assessment and Planning as a mechanism designed to help to coordinate and prioritize the activities undertaken by the United Nations and the need for all actors engaged in peacekeeping and related peacebuilding efforts to coordinate closely, in particular with host countries. The Special Committee encourages relevant departments within the Secretariat to cooperate in providing the Special Committee, troop-contributing and police-contributing countries, and the Peacebuilding Commission, when appropriate, as well as other key stakeholders, with an early assessment of peacebuilding challenges in peacekeeping missions, including an assessment of capabilities, force and personnel generation and logistical resource requirements, in order to coordinate and prioritize peacekeeping and peacebuilding activities, as applicable, in mandated missions. The Special Committee requests a briefing from the Secretariat on the implementation of the policy at its next substantive session.

187. The Special Committee encourages the participation of the host country and other relevant stakeholders in open and more frequent consultation processes, with a view to improving the delivery of peacebuilding tasks in the field.

188. The Special Committee reiterates that support provided to countries emerging from conflict requires a focus on ensuring that their governments have the capacities that they require to reduce the risk of relapse into conflict and to progress towards peace and sustainable development. The Special Committee takes note of the final report of the Secretary-General on civilian capacity in the aftermath of conflict (A/68/696-S/2014/5 and A/68/696/Corr.1-S/2014/5/Corr.1).

189. The Special Committee recognizes the importance of sustained and predictable financing for peacebuilding and notes the potential for further cooperation between the United Nations and international financial institutions in this regard.

190. The Special Committee expresses that illicit financial flows have an adverse impact on domestic resource mobilization and on the sustainability of public finances. The activities that underlie illicit financial flows, such as corruption, embezzlement, fraud, tax evasion, safe havens that create incentives for the transfer abroad of stolen assets, money-laundering and illegal exploitation of natural resources, are also detrimental to development. The Special Committee emphasizes the importance of working together, including through increased international cooperation, to stem corruption and identify, freeze and recover stolen assets and return them to their countries of origin, in a manner consistent with the United Nations Convention against Corruption.

191. The Special Committee encourages national governments, the United Nations and regional and subregional organizations to broaden and deepen the pool of civilian expertise for peacebuilding in all stages of conflict and post-conflict situations, including from countries with relevant experience in peacebuilding or democratic transition, with particular attention given to the mobilization of the capacities of

developing countries and of women and youth as vital to the success of United Nations peacebuilding endeavours. The Special Committee calls upon the Department of Peacekeeping Operations and the Department of Field Support to continue to draw upon available capacities, including from the governments of Member States through the government-provided personnel modality and through existing rosters of civilian experts, including within the Peacekeeping Capability Readiness System, at the request of the host State and in close coordination with existing host States' capabilities, with a view to building national capacities.

192. The Special Committee reaffirms the importance of conflict prevention as part of peacebuilding and sustaining peace and underscores the need for enhanced capacity and core capabilities of the Secretariat for conflict prevention. The Special Committee looks forward to an update before its next session in this regard.

193. The Special Committee stresses the need to promote coordination, cooperation and coherence and to avoid the duplication of efforts by existing United Nations system structures in the implementation of peacebuilding tasks, and stresses that each entity of the United Nations system, especially designated Secretariat departments and agencies, funds and programmes involved in peacebuilding and sustaining peace, should act within their mandates and in accordance with the requirements of their governance structures.

194. The Special Committee recommends that the Department of Peacekeeping Operations, drawing on the work of relevant United Nations bodies and entities such as the Peacebuilding Commission, the Peacebuilding Support Office and the United Nations agencies, funds and programmes and their growing links with regional and subregional organizations and international financial institutions, and taking into consideration their comparative advantages, explore partnership opportunities that support the mandated peacebuilding tasks of peacekeeping operations.

195. The Special Committee underlines the role of the Peacebuilding Commission as outlined by the General Assembly in its resolutions 60/180 and 70/262. The Special Committee takes note of the role that the Peacebuilding Support Office should continue to play in promoting greater coherence and synergies among the different parts of the United Nations system and other relevant actors outside the system. The Special Committee notes the efforts undertaken by the Peacebuilding Commission, with the support of the Peacebuilding Support Office, to strengthen partnerships at all stages of conflict and post-conflict situations with international financial institutions, as well as regional arrangements.

196. The Special Committee underlines the importance of close collaboration between the Peacebuilding Commission and peacekeeping operations in helping to support the delivery of their respective mandates and in helping to contribute to a smooth transition from a United Nations peacekeeping operation. In this regard, the Special Committee welcomes the continued interaction between the Security Council and the Peacebuilding Commission, including the provision of timely advice to support the Council's deliberations on mandated peacebuilding tasks relating to countries on the agenda of the Commission, where applicable, upon the request of the Council, emphasizing that these tasks should respond to nationally identified priorities and should be focused on developing national capacities.

197. The Special Committee emphasizes the importance of strong coordination, coherence and cooperation between the Security Council and the Peacebuilding Commission, in accordance with Security Council resolution 1645 (2005), and in this regard notes the intention of the Council to regularly request, deliberate and draw upon the specific, strategic and targeted advice of the Peacebuilding Commission, including to assist with the longer-term perspective required for sustaining peace being reflected in the formation, review and drawdown of peacekeeping operations.

198. The Special Committee recalls the statement by the President of the Security Council of 12 February 2010 (S/PRST/2010/2) and notes the efforts of the Security Council to improve its practices in order to ensure successful and peaceful transitions from peacekeeping operations to other configurations of a United Nations presence. The Special Committee takes note of the issuance of the policy on United Nations transitions in the context of mission drawdown or withdrawal, which includes the five key principles of early planning, United Nations integration, national ownership, national capacity development and communication. In this regard, the Special Committee takes note of efforts to collect lessons learned and of the Secretary-General's further clarification on how the lessons learned on transitions from peacekeeping operations can be applied to other configurations of a United Nations presence in the future to contribute to sustaining peace, noting the possible role that the United Nations agencies, funds and programmes may play, as well as the opportunities and challenges with regard to partnership with all relevant partners, while keeping an emphasis on active host-nation ownership and engagement. The Special Committee underlines that one of the most critical issues in transition processes is to ensure that United Nations country team actors, who remain on the ground beyond the departure of missions, have the means to sustain and build upon previous gains.

199. The Special Committee notes the importance of thoroughly planning and coordinating any transition process with the host country, the Secretariat and relevant partners. Such coordination must take place well in advance of the commencement of the transition to ensure the sustainability of the progress achieved, while taking into account the priorities of the host countries and the most efficient and effective allocation of roles and responsibilities.

200. The Special Committee encourages the Secretariat to continue the ongoing efforts requested by the Committee in paragraph 112 of its report on its 2011 substantive session (A/65/19) with respect to the socioeconomic impact of peacekeeping operations within mission mandates and established United Nations rules and regulations. In this regard, the Special Committee requests the Secretary-General to provide information on best practices and, where appropriate, proposals, developed in consultation with Member States, in particular the troop-contributing countries, for consideration in the appropriate intergovernmental bodies, and also requests a briefing on the issue at its next substantive session.

201. In this regard, the Special Committee requests the Secretariat to provide an update at its next substantive session on how the implementation of General Assembly resolution 70/262 has had an impact on, in practical terms, peacekeeping operations at Headquarters and in the field. The Special Committee suggests that representatives of other actors involved in peacebuilding, including the United Nations Development Programme (UNDP) and the World Bank, be invited to participate in the briefing.

202. The Special Committee recalls with appreciation the report of the Secretary-General on women's participation in peacebuilding (A/65/354-S/2010/466). The Special Committee encourages measures to ensure women's participation and the provision of gender expertise at all stages in peace processes, planning and peacebuilding and in public institutions, and to ensure women's equal involvement in programmes created to support economic recovery, and recognizes the role and the efforts of the Secretary-General in mainstreaming a gender perspective. The Special Committee recognizes the important role that women play in peacebuilding processes as stated, inter alia, in the new gender strategy of the Peacebuilding Commission, and the fact that their active participation broadens the benefits of the peace dividends to stakeholders beyond the fighting parties and builds resilience in local communities. In this respect, the Special Committee underscores the need to increase the representation of women at all decision-making levels in national, regional and

international institutions and mechanisms for the prevention and resolution of conflict, and the consideration of gender-related issues in all discussions pertinent to sustaining peace.

203. The Special Committee underlines the important role youth can play in the prevention and resolution of conflicts and as a key aspect of the sustainability, inclusiveness and success of peacekeeping and peacebuilding efforts, and recalls Security Council resolution 2250 (2015) in that context. The Special Committee also underlines the importance of considering ways to increase meaningful and inclusive participation of youth in peacebuilding efforts through creating policies, including in partnership with the private sector where relevant, that would enhance youth capacities and skills and create youth employment to actively contribute to sustaining peace.

3. Disarmament, demobilization and reintegration

204. The Special Committee stresses that disarmament, demobilization and reintegration programmes should be nationally owned and drafted according to national priorities and the specific context of each country. The Special Committee stresses that these programmes remain strategically crucial components of peacekeeping operations where mandated and establish the foundation to enable longer-term peacebuilding, and that their success depends upon the political will and concerted effort of all parties. The Special Committee recalls the conclusions of the High-level Independent Panel on Peace Operations (A/70/95-S/2015/446), and therefore stresses that disarmament, demobilization and reintegration must be part of an inclusive political process at the national and local level and, in certain situations, at the bilateral or multilateral level. The Special Committee expresses concern that short-term reinsertion programming under United Nations auspices is not always accompanied and then followed by similar support and investment by national actors in long-term reintegration programmes that extend beyond the peacekeeping life cycle. This lack of national support and investment puts at risk gains made in the disarmament and demobilization phases. In particular, the Special Committee underlines the need for gender-responsive disarmament, demobilization and reintegration programmes, as well as the need to ensure women's participation in the negotiation, design and implementation of such programmes.

205. The Special Committee recognizes the changing environment in which disarmament, demobilization and reintegration is taking place, as well as the changing nature of armed groups operating in these environments. The Special Committee further recognizes that, while there might be a political process, there might not be an existing peace or political agreement upon which a disarmament, demobilization and reintegration programme could be based. In such contexts, these programmes are integral to, and should be discussed early on in, the political process, so that disarmament, demobilization and reintegration expertise may be incorporated into the peacekeeping operations from the outset.

206. Emphasizing the need for the balanced implementation of all components of disarmament, demobilization and reintegration and the importance of enhanced coordination and integration among United Nations entities, and stressing the mutually reinforcing nature of disarmament, demobilization and reintegration and security sector reform processes, the Special Committee requests that the Secretariat conduct a comprehensive review of disarmament, demobilization and reintegration, to be reported to the Committee at its next substantive session. The Special Committee notes the need for the Secretariat to conduct a full revision of the Integrated Disarmament, Demobilization and Reintegration Standards and commends the efforts to find innovative approaches to address the new and emerging challenges faced by peacekeeping operations. Given this context, the Special Committee stresses

the need for the monitoring and evaluation of progress in disarmament, demobilization and reintegration in order to improve evidence-based programmes and takes note of recent disarmament, demobilization and reintegration initiatives, including the approach aimed at reducing community violence. The Special Committee notes the efforts to address the radicalization of youth, where relevant, and assist governments in preventing recurrence, and urges that the further development of this approach be carried out in a balanced manner across all disarmament, demobilization and reintegration components. The Special Committee encourages further policy development to support subnational and community approaches to security and violence reduction, targeting specific groups including at-risk youth, as described in the study on second-generation disarmament, demobilization and reintegration produced by the Department of Peacekeeping Operations.

207. The Special Committee recognizes the role that disarmament, demobilization and reintegration programmes play in managing the disengagement of combatants, including disengaging elements from violent extremist groups. The Secretariat should take into account the challenges identified in the study on United Nations disarmament, demobilization and reintegration in an era of violent extremism produced by the United Nations University in collaboration with the Department of Peacekeeping Operations.[4] In this regard, the Special Committee also emphasizes the need to ensure the full implementation of the current Integrated Disarmament, Demobilization and Reintegration Standards.

208. The Special Committee underlines the importance of building synergies between disarmament, demobilization and reintegration and security sector reform from the beginning of and during the planning and implementation of peacekeeping operations. Emphasis should be placed on the proper prioritization and sequencing of these engagements.

209. The Special Committee recalls the report of the Secretary-General on disarmament, demobilization and reintegration (A/65/741) and stresses the fact that reintegration is an essential part of the entire disarmament, demobilization and reintegration process. In this regard, the Special Committee notes the role peacekeeping missions can play when mandated in support of national governments, including by developing reinsertion and reintegration strategies that also incorporate innovative approaches and practices from the field. The Special Committee also notes that reintegration requires committed assistance from dedicated development actors and emphasizes the importance of multi-year programmes. The Special Committee notes that inclusive and effective demobilization, disarmament and reintegration programmes, including the transition from demobilization and disarmament to reintegration, are critical to, inter alia, the consolidation of peace and stability, as noted in the review of the United Nations peacebuilding architecture (see General Assembly resolution 70/262 and Security Council resolution 2282 (2016). Therefore, the Special Committee recognizes the reinsertion and reintegration of members of armed groups as critical measures to prevent their possible return as combatants.

210. The Special Committee recognizes that the proliferation of illicit small arms and light weapons affects the disarmament, demobilization and reintegration process and the ability of peacekeepers to provide security for themselves and civilians. The Special Committee takes note of the fact that coordination between peacekeeping missions and United Nations groups of experts can identify indicators, patterns and trends of trafficking in illicit small arms and light weapons that can be used in a formulation of threat assessment. The Special Committee recognizes the importance of taking into account information concerning the flow of illicit small arms and light

[4] Available from http://collections.unu.edu/eserv/UNU:6149/UNDDRinAnEraofViolentExtremism.pdf.

weapons as part of technical assessment missions and reflecting that information in operational plans for peacekeeping missions.

211. Taking into account the lessons learned within the framework of the participation of the United Nations in regional disarmament, demobilization and reintegration programmes, the Special Committee requests that the Secretariat be prepared to support, as appropriate, potential regional disarmament, demobilization and reintegration initiatives and to coordinate with the relevant States and regional and subregional organizations. The Special Committee recognizes the steps the Department of Peacekeeping Operations has taken to support the African Union and other regional and subregional partners in developing its disarmament, demobilization and reintegration capacities and urges the continuation of this partnership.

212. The Special Committee urges the proper control, disposal and management of weapons collected from ex-combatants while implementing disarmament, demobilization and reintegration programmes, conducted in an environmentally responsible and transparent manner. The Special Committee further notes the importance of weapons and ammunition management activities undertaken by peacekeeping missions with the support, as appropriate, of regional or subregional groups or the Mine Action Service of the United Nations.

213. The Special Committee notes the need for the greater use of existing mechanisms, such as temporary assignments between the Secretariat and United Nations agencies, funds and programmes involved in disarmament, demobilization and reintegration, in order to increase the availability and timely deployment of relevant staff at critical early stages to support the design and implementation of disarmament, demobilization and reintegration programmes. In this regard, the Special Committee takes note of the reports of the Secretary-General on civilian capacity in the aftermath of conflict (A/67/312-S/2012/645, A/68/696-S/2014/5 and A/68/696/Corr.1-S/2014/5/Corr.1). The Special Committee also notes the need for committed investment by national actors in long-term reintegration programmes that extend beyond the peacekeeping cycle, the lack of which puts investment and gains in the disarmament and demobilization phases at risk. The Special Committee urges improved coordination and integration among United Nations entities to strengthen support, where necessary, to national governments in the reintegration phase, especially with regard to the transition of tasks from peacekeeping operations to the United Nations country team.

4. Security sector reform

214. The Special Committee emphasizes that security sector reform is an important aspect of multidimensional peacekeeping operations. Where peacekeeping operations are mandated, the establishment of an effective, professional and accountable security sector is one of the critical elements for laying the foundation for durable peace and development.

215. The Special Committee notes that the General Assembly has a relevant role to play in the development of an overarching United Nations approach to security sector reform. The Special Committee, in particular, through its comprehensive review and policy guidance, is able to make a significant contribution in the area of security sector reform in United Nations peacekeeping.

216. The Special Committee emphasizes that it is the prime responsibility of the State to provide security for its people and govern its security sector. In this regard, the Special Committee underlines that United Nations assistance for security sector reform through peacekeeping missions should be based on the principle of national ownership and upon the request of the host country. It is the sovereign right and

primary responsibility of the country concerned to determine the national approach and priorities for security sector reform and coordinate security sector reform assistance. The Special Committee recognizes that successful, sustainable and nationally owned security sector reform requires focused efforts, dedicated resources and the concerted political will of all parties.

217. The Special Committee underlines that security sector reform must be based on the inclusive and fully participatory engagement of the widest range of interested parties, including governments and civil society. Putting the needs of the local population first, including gender-sensitive dimensions, can be essential to achieving security sector reform objectives. The United Nations and the international community should avoid imposing external models of security sector reform and concentrate on strengthening the capacity of the host country to develop, manage and implement security sector reform, which should be flexible, adaptable and tailored to the host country concerned.

218. The Special Committee stresses that security sector reform supported by peacekeeping missions must take place within a broad framework of the rule of law and should contribute to the overall strengthening of United Nations rule of law activities. The Special Committee underlines the importance of an integrated approach, including integrated planning, and implementation and assessment to ensure consistency and coherence in the United Nations, and encourages the enhancement of such coordination both at Headquarters and in the field. In this regard, coordination on security, justice and peace needs to be considered when developing security sector reform efforts. The Special Committee therefore stresses the importance of ensuring effective integration with regard to sector-wide and component levels of United Nations support both at Headquarters and in the field.

219. The Special Committee takes note with appreciation of the efforts of the Security Sector Reform Unit since its establishment in 2009 and the work being done through its leadership of the Inter-Agency Security Sector Reform Task Force of the Secretary-General and engagement with the Rule of Law Coordination and Resource Group. The Special Committee also takes note of the increasing demands placed on the Security Sector Reform Unit with respect to supporting United Nations missions in the field, and in this regard encourages the Secretariat and United Nations funds, agencies and programmes to explore ways to enhance the capacity of the Unit.

220. The Special Committee recognizes the important role that the United Nations, in close cooperation with bilateral and regional arrangements, can play in the provision of technical assistance for security sector reform through peacekeeping missions where requested and in accordance with specific needs. Such assistance can be delivered in a variety of areas, including national security sector strategies, security sector legislation, security sector reviews, national security sector development plans, national dialogue on security sector reform and national management and oversight capacities, as well as national coordination bodies for security sector reform, taking into consideration other areas as requested by the host country. The Special Committee welcomes the adoption by the African Union of the policy framework on security sector reform.

221. The Special Committee takes note of the progress made in developing a United Nations approach to security sector reform in the context of peacekeeping operations and in countries emerging from conflict, as reflected in the relevant parts of the report of the Secretary-General on security sector reform (A/67/970-S/2013/480). The Special Committee encourages the efforts to enhance coherent support for national security sector reform initiatives and stresses the importance of developing reports in close consultation with Member States.

222. The Special Committee recognizes the continued efforts by the Security Sector Reform Unit and the Inter-Agency Security Sector Reform Task Force to develop United Nations system-wide integrated technical guidance notes on security sector reform. Stressing the need for regular consultations with Member States, the Special Committee continues to encourage the Secretariat to update the guidance notes and to elaborate guidance on other aspects of security sector reform, and underlines the importance of the implementation of the guidance notes, including the development of training modules, on the basis of lessons learned and best practices. The Special Committee requests the Security Sector Reform Unit to provide a briefing on such guidance, as well as on its activities, at its next substantive session.

223. The Special Committee recognizes that assistance by United Nations peacekeeping operations to defence sector reform in countries emerging from conflict contributes to laying the foundation for sustainable peace and prevents a relapse into conflict. In this regard, the Special Committee takes note of the support currently given to 20 Member States in the area of security sector reform, 14 of them in the specific area of defence sector reform. The Special Committee reiterates that such support will be undertaken only when mandated and at the request of the host country, notes the efforts of the Security Sector Reform Unit to conduct a review of the United Nations support to defence sector reform and requests a briefing on the outcomes of the review before its next substantive session.

224. The Special Committee emphasizes the important role the United Nations, in the context of peacekeeping operations, plays in supporting national governments, upon request, with the development of security institutions that are accessible and responsive to the needs of their citizens, including women and vulnerable groups. The Special Committee recognizes the positive role that the United Nations can play, in the context of peacekeeping operations, in promoting gender-sensitive security sector reforms and supporting the development of national security sector institutions that are more responsive to women's needs through, for example, the deployment of female peacekeeping personnel (which can be a means of encouraging more women to serve in the reformed security sector of the host government), the provision of gender expertise in support of security sector reform processes and the incorporation of gender perspectives into security sector reform programmes.

225. The Special Committee reaffirms its support for the development of a United Nations roster of security sector reform experts. In this regard, the Special Committee welcomes the support provided through the roster to Member States and peacekeeping operations. The Special Committee takes note of the efforts undertaken by the Security Sector Reform Unit to ensure that the roster adequately reflects capacities from developing countries, in particular from those regions currently underrepresented, and that it reflects a better gender balance. The Special Committee requests that the Unit provide further analysis of the performance of the United Nations roster of senior security sector reform experts at its next substantive session.

226. The Special Committee underlines the importance of security sector reform training and capacity-building, where mandated, and welcomes efforts in this regard by the Security Sector Reform Unit and numerous Member States and through international organizations. In this regard, the Special Committee encourages the Security Sector Reform Unit to continue to build partnerships with international and regional organizations and relevant centres of excellence to ensure adequate delivery of training and capacity-building for security sector reform where mandated.

5. Rule of law

227. The Special Committee emphasizes the critical importance of strengthening the rule of law in countries in conflict and emerging from conflict in order to help to

stabilize the situation, extend State authority, end impunity, protect civilians, tackle the underlying causes of conflict and build and sustain peace. The Special Committee acknowledges that success in the restoration of and respect for the rule of law depends upon the political will and concerted effort of all parties, bearing in mind the importance of national ownership in this regard. The Special Committee takes note of the declaration of the high-level meeting of the General Assembly on the rule of law at the national and international levels, adopted by the Assembly on 24 September 2012 (resolution 67/1), and takes note of the report of the Secretary-General submitted in follow-up to the declaration (A/68/213 and A/68/213/Add.1).

228. The Special Committee underlines the important role that peacekeeping operations, together with United Nations country teams, as appropriate and within their respective mandates, can play in helping national authorities, at their request, to support the initial strengthening of the host State's rule of law institutions in a coordinated manner, including by assisting in identifying critical national rule of law priorities and developing national rule of law strategies.

229. The Special Committee calls upon the Secretariat and peacekeeping operations to ensure the implementation of the commitments contained in the report of the Secretary-General on women's participation in peacebuilding (A/65/354-S/2010/466) to a United Nations approach to a rule of law that promotes women's rights to security and justice and, in particular, to the provision of immediate support for women's and girls' access to justice and law enforcement institutions.

230. The Special Committee recognizes that, in order to ensure sustainable peace, it is crucial that the approach to the various rule of law components and institutions be integrated and provide balanced attention and support, and include the enhancement of access to justice. The approach must also be relevant to each specific situation and address the needs of police, justice and corrections systems and the critical linkages among them. The Special Committee underlines the importance of peacekeeping operations and other partners in supporting the strengthening of justice and corrections structures, in conjunction with the development of police services, in order to build a coherent and comprehensive justice system that supports the ability of a State to provide critical functions in these fields.

231. The Special Committee recognizes that creating and sustaining stability in a post-conflict environment requires that the root causes of the conflict be addressed. It is imperative that national and local rule of law capacities be assessed, restored and enhanced, as appropriate, from the very beginning of a United Nations peacekeeping operation so that they may address the causes of conflict. In this regard, the Special Committee recalls the importance of respect for the rule of law as a vital contribution to building peace and justice and ending impunity, bearing in mind the need to provide adequate resources to strengthen the rule of law. The Special Committee recognizes that the recent availability of programmatic funding in mission budgets will enhance rule of law capacities in host States, respecting the prerogatives of the Fifth Committee of the General Assembly in this regard.

232. The Special Committee reiterates the need for greater clarity and specificity in United Nations peacekeeping mandates on rule of law issues and requests that, where mandated, the Department of Peacekeeping Operations continue to ensure that the rule of law and transitional justice are integrated into the strategic and operational planning of peacekeeping operations from the outset, including within integrated strategic frameworks as stipulated in the Policy on Integrated Assessment and Planning. Such a mandate should be fully implemented to strengthen and ensure national ownership and leadership, bearing in mind the role of civil society in this respect, while recognizing that responsibility for the restoration of and respect for the rule of law lies with governments and relevant national actors. The Special Committee

takes note of innovative approaches in recent peacekeeping mandates aimed at maintaining basic law and order and fighting impunity by strengthening national police, justice and corrections institutions to restore the rule of law.

233. The Special Committee recognizes the importance of the provision of holistic and integrated rule of law assistance to host countries from the very outset of the establishment of new peacekeeping missions. In this regard, the Special Committee takes note of the contribution made by the Justice and Corrections Standing Capacity, together with the Standing Police Capacity, in several peacekeeping contexts. The Special Committee notes the continued demand for assistance by the Justice and Corrections Standing Capacity and recognizes the need for strengthening its capacity, in accordance with the existing rules and regulations of the United Nations. The Special Committee also notes the growing demand for government-provided operational corrections personnel in peacekeeping operations and notes the need for strengthening force generation capacity in this respect.

234. The Special Committee recognizes the growing demand for rule of law, police, security sector reform and disarmament, demobilization and reintegration functions within peacekeeping missions. The Special Committee calls upon the Department of Peacekeeping Operations and the Department of Field Support to continue to draw upon available capacities, including personnel provided by the governments of Member States, in accordance with the rules and regulations of the United Nations and relevant General Assembly resolutions, and through existing rosters of civilian experts, including within the Peacekeeping Readiness Capability System, at the request of the host country and in close coordination with the capabilities of existing host countries, with a view to building national capacities. In this regard, the Special Committee emphasizes the importance of efficient, effective and flexible recruitment procedures to ensure the timely deployment of qualified personnel to missions. The Special Committee takes note of the ongoing efforts of the rapidly deployable United Nations team of experts on rule of law and sexual violence in conflict as an innovative model to support the needs of host countries, at their request, and underlines the need for this to adequately reflect the capacities of developing countries. The Special Committee requests a briefing on its activities before the end of 2018.

235. The Special Committee notes the importance of the development of guidance material for operational rule of law issues and requests the Secretariat to brief Member States whenever the development of such material is initiated and to provide regular information on progress in this regard. The Special Committee takes note of the updated Policy on Prison Support in United Nations Peace Operations and the Policy on Justice Support in United Nations Peace Operations.

236. The Special Committee recognizes the Department of Peacekeeping Operations as a lead entity, where mandated, in peacekeeping operations. The Special Committee reiterates the need to enhance cooperation and coordination among all relevant United Nations actors, including through the Rule of Law Coordination and Resource Group, in order to ensure a holistic and coherent United Nations approach to the rule of law and to ensure its effective integration into the planning and delivery of rule of law assistance. The Special Committee urges the Secretary-General to continue efforts to clarify roles and responsibilities within the rule of law sector, based on the comparative advantages of relevant parts of the United Nations system, and requests consultations with Member States and the relevant United Nations bodies.

237. The Special Committee notes the designation of the Department of Peacekeeping Operations and UNDP as the global focal point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations. The Special Committee takes note of the fact that, as a result of this arrangement, joint planning and delivery of rule of law assistance by various United Nations entities in

peacekeeping contexts have created opportunities for greater effectiveness and efficiencies.

238. The Special Committee encourages the Department of Peacekeeping Operations to continue to enhance the capacity of its judicial affairs and corrections personnel so as to maximize the impact of their efforts in support of national rule of law institutions. In this regard, the Special Committee stresses the importance of continuing the delivery of training on the rule of law for judicial affairs officers and the predeployment training course for government-provided corrections officers and the corresponding need for adequate resources. The Special Committee encourages the Department to continue to support the development and delivery of specialized training courses for judicial affairs and corrections officers deployed to peacekeeping operations. The Special Committee in this regard requests the Department to include in the report of the Secretary-General to the Committee substantive information on justice and corrections capacities and activities at Headquarters and in the field.

239. The Special Committee takes note with appreciation of the activities of the Office of Rule of Law and Security Institutions and notes that its work contributes to closer coherence and synergies among its own sections and between other United Nations actors.

240. The Special Committee notes the important steps that have been taken to increase the attention to and resources available for corrections work in peacekeeping operations, where mandated, in close cooperation with the authorities of the host country. Specifically, the Special Committee recognizes the importance of further expanding the number of countries that contribute corrections officers so as to enable the Secretariat to respond to emerging situations on the ground.

241. The Special Committee takes note with appreciation of the development of the United Nations Rule of Law Indicators instrument. The Special Committee recognizes that the implementation of the indicators should be led by host countries with the support of peacekeeping operations within their mandates and as appropriate, and requests periodic updates on the use of the indicators and an assessment of how they have supported national justice strategies designed to strengthen the rule of law and assisted rule-of-law planning and assistance in peacekeeping contexts.

242. The Special Committee takes note of the need to support justice and correction services in a timely and effective manner and of the challenges they face in post-conflict countries, including the importance of addressing the specific needs of women and children in the justice system. Bearing in mind country-specific contexts, the Special Committee also notes that missions are increasingly operating in contexts where rule of law institutions are challenged by violent extremism, terrorism and serious and organized crime. In this regard, the Special Committee notes the importance of peacekeeping operations with regard to supporting national authorities within their mandates and in these areas. The Special Committee also takes note of the work of the Department of Peacekeeping Operations to support national authorities in restoring or establishing court and prison facilities in the immediate aftermath of conflict or in response to natural disasters, when required, and in accordance with the country's specific context. The Special Committee requests the Secretariat to provide additional information on its activities in this respect, in particular regarding the relevant concept and technical guidelines, as implemented, prior to its next substantive session.

6. Gender and peacekeeping

243. The Special Committee stresses the need for stronger efforts in the implementation of the women and peace and security agenda in peacekeeping. In this regard, the Special Committee takes note of the adoption of resolution 2242 (2015)

by the Security Council. The Special Committee takes note of the report of the Secretary-General of 16 September 2015 (S/2015/716), submitting the results of a global study on the implementation of resolution 1325 (2000), and notes that the participation of women at all levels is key to the operational effectiveness, success and sustainability of peace processes and peacebuilding efforts.

244. The Special Committee emphasizes the importance of ensuring the full and effective implementation of all relevant Security Council resolutions, including resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013) and 2242 (2015), all relevant presidential statements and all relevant General Assembly resolutions, in particular resolutions 65/187, 66/130 and 67/144, as well as its previous resolutions adopted under the agenda item entitled "Advancement of women".

245. The Special Committee takes note of the finalization of the Gender Forward Looking Strategy (2014-2018) of the Department of Peacekeeping Operations and the Department of Field Support and looks forward to its full and timely implementation at Headquarters and in the field. The Special Committee emphasizes the need to receive the annual report that provides an overview of progress in the implementation of the gender strategy, taking into account the relevant provisions of the reviews on peace and security.

246. The Special Committee is concerned that reports from the field and those that it has received do not include data disaggregated by sex. The Special Committee urges the Department of Peacekeeping Operations and the Department of Field Support to conduct training on gender-sensitive reporting and conflict analysis, in particular for planning and budget personnel and senior management. The Special Committee encourages Secretariat officials, the special representatives of the Secretary-General and special envoys to routinely include in their briefings and reports to the Security Council an analysis of the differentiated impact of conflict on women and girls, as well as on the implementation of Security Council resolution 1325 (2000) and the successive resolutions within the context of peacekeeping, taking into account the specific context of each country.

247. The Special Committee welcomes the "open days" organized by several field missions in cooperation with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and all other relevant United Nations agencies. To ensure the most can be gained from these events, the Special Committee encourages field missions to consult regularly with local communities, particularly women's groups, to prepare for the open days. The Special Committee calls upon the Department of Peacekeeping Operations to continue to convene, on a more frequent basis, open days in field operations, wherever appropriate.

248. The Special Committee acknowledges the important role of women in the prevention and resolution of conflicts and in peacebuilding, and stresses the importance of their full, effective and equal participation in all efforts to maintain and promote sustainable peace and security, including representation at decision-making bodies at all levels. In order to make further progress in efforts to integrate a gender perspective into peacekeeping operations, the Department of Peacekeeping Operations and the Department of Field Support should reinforce the capacities of gender focal points appointed to the Gender Task Force and support the need for enhanced gender expertise across the two Departments. The Special Committee acknowledges the importance of the role of gender advisers in capacity-building and knowledge transfer for gender mainstreaming into peacekeeping missions.

249. The Special Committee continues to express its concern at the overall low proportion of women in all categories and at all levels of United Nations peacekeeping personnel at Headquarters and in the field, including senior managerial positions. In

particular, the Special Committee expresses concern at the recent decline in the number appointments of women to senior positions and calls upon the Secretary-General to increase the proportion of senior women appointments, in accordance with existing relevant rules and regulations. In this regard, the Special Committee commends initiatives to facilitate and advance the appointment of women, such as the senior women talent pipeline, and urges the implementation of existing and past recommendations and the exploration of innovative solutions. The Special Committee encourages internal staff of the Department of Peacekeeping Operations and the Department of Field Support to conduct mentoring programmes for women staff to facilitate their promotion. The Special Committee reiterates its call upon Member States to continue to nominate more women, including for the highest positions.

250. The Special Committee, in line with Security Council resolution 2242 (2015), welcomes efforts to significantly increase the number of women in military and police components deployed to United Nations peacekeeping operations.

251. The Special Committee calls upon the Secretariat to develop a gender-sensitive force and police generation strategy and encourages Member States to develop and implement measures designed to support the promotion of serving women staff to senior leadership roles, including through mentoring programmes and the recruitment of new women staff.

252. The Special Committee encourages greater cooperation between the Department of Peacekeeping Operations and UN-Women to ensure that missions have the policy, substantive and technical support from the Entity necessary to fully implement Security Council resolution 1325 (2000) and related resolutions so that they can deliver more gender-responsive United Nations peacekeeping operations. The Special Committee requests an update on coordination activities between the Department and UN-Women.

253. The Special Committee continues to emphasize that it is a responsibility of the senior mission leadership to ensure gender mainstreaming in peacekeeping missions. In this regard, the Special Committee stresses the importance of accountability in implementing this agenda and welcomes the inclusion of gender targets as an indicator of individual performance in the compacts of special representatives and special envoys at Headquarters and in the field. The Special Committee welcomes the Secretary-General's decision to locate the Senior Gender Adviser of United Nations peacekeeping operations in the Office of the Special Representative of the Secretary-General, supported by gender expertise embedded in functional mission components requiring gender knowledge and experience, and calls for senior gender advisers and other gender officers to be speedily deployed where these posts have been created in peacekeeping missions.

254. The Special Committee reiterates its call for the enhanced implementation and promotion of gender perspectives for all personnel of the Department of Peacekeeping Operations and the Department of Field Support through the inclusion of indicators in workplans and e-performance documents. The Special Committee welcomes the finalization and dissemination of the senior management checklist on gender mainstreaming by the Department of Peacekeeping Operations.

255. The Special Committee emphasizes the importance of integrating gender issues into all relevant training modules, including those for senior managers, and of incorporating them into the certification system. The Special Committee encourages the Department of Peacekeeping Operations to assess and update the gender training strategy, taking into account the recent reviews. The Special Committee takes note of the mandatory online training course on gender mainstreaming for civilian staff and calls upon the Department to review and strengthen predeployment training on gender for troop and police contingents. The Special Committee encourages the Department

to develop training modules to enhance the ability of gender advisers and focal points to improve gender mainstreaming in missions.

256. The Special Committee encourages the Department of Peacekeeping Operations to use modern technology, as appropriate, to facilitate the dissemination of its standardized training curriculum to peacekeeping training institutions. The Special Committee also encourages the implementation of the standardized best practices toolkit on gender and policing in peacekeeping operations and the dissemination of the existing gender training tools to troop-contributing and police-contributing countries, and encourages them to make full use of them.

257. The Special Committee recommends that the Secretariat include gender-sensitive analysis and technical expertise throughout the planning, mandate development, implementation, review, evaluation and mission drawdown processes to ensure that the needs and participation of women are integrated at each stage. Accordingly, the Special Committee encourages the development of specific training for planning and analysis within the Department of Peacekeeping Operations and the Department of Field Support. The Special Committee reiterates its call for strategic and technical assessment missions to include gender expertise in order to ensure that a gender perspective is taken into account in the planning of new missions and the review of existing ones. The Special Committee takes note of the development of guidance for transitioning missions in coordination with UN Women and looks forward to updates on its implementation.

258. The Special Committee reiterates its request to the Secretary-General to continue the systematic inclusion, in his reports on situations of which the Security Council is seized, of observations and recommendations with regard to the issue of sexual violence and the protection of women and girls. The Special Committee further emphasizes that approaches to data collection and reporting should adhere to safe and ethical practices and maintain the dignity of the victims at all times, as called for in the statement by the President of the Security Council of 23 February 2012 (S/PRST/2012/3). The Special Committee calls upon the Department of Peacekeeping Operations and all relevant field missions to continue to effectively support the operationalization of monitoring analysis reporting arrangements on conflict-related sexual violence, in close cooperation with all relevant United Nations actors, including the Special Representative of the Secretary-General on Sexual Violence in Conflict and the Special Representative of the Secretary-General for Children and Armed Conflict, and encourages the United Nation system, including the Special Representatives and the Department of Peacekeeping Operations and the Department of Field Support, to engage parties to conflict for specific, time-bound commitments, as required in Council resolution 2106 (2013), and takes note of the updates on the work undertaken by the Special Representative of the Secretary-General on Sexual Violence in Conflict in this regard.

259. The Special Committee continues to underline the gravity of all acts of sexual and gender-based violence and stresses the importance of addressing, in a comprehensive manner, the needs of all victims of such acts. The Special Committee takes note of the Secretary-General's decision that all countries whose armed and police forces are repeatedly listed in the annexes of his reports on children and armed conflict and on sexual violence in conflict are prohibited from participating in United Nations peacekeeping operations, and urges them to take action to cease such violations and to engage with the relevant Special Representative in order to develop and implement action plans expeditiously, thereby avoiding suspension from peacekeeping operations.

260. The Special Committee recognizes that women protection advisers are critical to the operationalization and strengthening of monitoring, analysis and reporting

arrangements in all relevant field missions, as called for by the Security Council in its resolutions 1888 (2009), 1889 (2009), 1960 (2010) and 2106 (2013). In this regard, the Special Committee underlines the significant role these advisers play with regard to addressing the full range of activities in accordance with a mission's mandate, including advocacy and constructive engagement with all parties to the conflict, contributing to the strengthening of protection activities and building the capacity of mission personnel to prevent and respond to incidents of sexual violence in conflicts. The Special Committee requests an update on the deployment and work of women protection advisers in all relevant field missions before its next substantive session and stresses the need to support the visibility and delivery of the mandates by women protection advisers. The Special Committee calls for the advisers to be speedily deployed where these posts have been created in peacekeeping missions, and calls upon police, military and other components to coordinate closely with women protection advisers, gender advisers and child protection advisers within missions.

261. The Special Committee notes the completion of a policy on the prevention and response to conflict-related sexual violence. The Special Committee looks forward to the policy's full and timely implementation at Headquarters and in missions, and emphasizes the need for continued close consultations with missions and troop-contributing and police-contributing countries during this process. The Special Committee takes note of the development of a handbook on the same topic as a practical tool for the development of mission-wide prevention and response strategies. The Special Committee requests the Secretariat to consult with Member States on the need for further updates to the policy and handbook on the basis of developments in the field and lessons learned.

262. The Special Committee welcomes the completion of training materials for military, police and civilian peacekeeping personnel and force commanders on the prevention of and response to conflict-related sexual violence, including training for focal points on their roles and responsibilities, and materials for predeployment and in-mission training, which now include operational guidance on protecting women and girls from sexual violence. The Special Committee urges the Department of Peacekeeping Operations to ensure the effective use of the operational guidance and training materials on the prevention of, the protection from and response to sexual violence in conflict, and requests information on the implementation and impact of the operational guidance in the field. The Special Committee urges troop-contributing countries to make use of the materials.

263. The Special Committee appreciates the ongoing efforts of the Department of Peacekeeping Operations and the Department of Field Support to implement the Guidelines for Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations, in accordance with the implementation strategy, including through the existing gender advisers and the designation of military gender advisers and an associate expert on gender in the Office of Military Affairs. In this regard, the Special Committee welcomes the decision to deploy dedicated military gender advisers to the majority of United Nations peacekeeping missions. The Special Committee encourages the Office to review and update the Guidelines, in line with the recent reviews, and to report back to the Committee. The Special Committee requests information from the Department of Peacekeeping Operations, in particular the Office of Military Affairs, on the implementation and level of compliance with the Guidelines and their impact on the delivery of peacekeeping mandates.

264. The Special Committee underlines the importance of the mandate and commends the work of the Special Representative of the Secretary-General on Sexual Violence in Conflict in carrying out her mandate, in accordance with relevant Security Council resolutions. The Special Committee requests the Department of Peacekeeping Operations and peacekeeping missions to provide all necessary

cooperation and support to the Special Representative, including through the full and timely channelling of information from the field to Headquarters, and to coordinate closely with other relevant United Nations actors, including UN-Women, in support of their respective mandates. The Special Committee renews its invitation to the Special Representative to provide it with a briefing on her work prior to its next substantive session and requests the Department to invite the Special Representative to provide briefings at mission-specific meetings organized by the Department with troop-contributing and police-contributing countries, as appropriate.

265. The Special Committee reaffirms the important role played by women protection advisers in peacekeeping missions, in full compliance with their mandate given by the Security Council, and requests a written briefing before its next substantive session on the possible impact of the consolidation of protection functions on the implementation of mandated protection functions for further consideration.

7. Children and peacekeeping

266. The Special Committee recognizes the efforts undertaken by the Secretariat on the issue of children, including policy directives on mainstreaming and peacekeeping, and reaffirms General Assembly resolutions 69/157 and 70/137 and all previous resolutions adopted under the agenda item entitled "Promotion and protection of the rights of children", and Security Council resolutions 1261 (1999), 1314 (2000), 1379 (2001), 1460 (2003), 1539 (2004), 1612 (2005), 1882 (2009), 1998 (2011), 2068 (2012), 2143 (2014) and 2225 (2015). The Special Committee recommends the inclusion, where appropriate, of specific child protection provisions in peacekeeping mandates and encourages the deployment of child protection advisers in all relevant peacekeeping operations. The Special Committee encourages the Secretariat to include child protection expertise in technical assessment missions and strategic reviews of peacekeeping missions. The Special Committee reiterates the need to ensure continued collaboration among the Department of Peacekeeping Operations, including through its designated focal point for child protection, the Special Representative of the Secretary-General for Children and Armed Conflict, the Special Representative of the Secretary-General on Violence against Children, the Special Representative of the Secretary-General on Sexual Violence in Conflict and relevant United Nations agencies, funds and programmes, in particular the United Nations Children's Fund (UNICEF), to maximize coherent and effective child protection by the United Nations system.

267. The Special Committee welcomes the efforts of the Department of Peacekeeping Operations in mainstreaming child protection in peacekeeping missions, in line with the policy directive on mainstreaming the protection, rights and well-being of children affected by armed conflict, and takes note of the ongoing implementation of the policy. The Special Committee welcomes the briefing by the Department on the impact of, best practices and lessons learned from and challenges to the implementation of the policy, and looks forward to the Secretariat's recommendations on strengthening child protection in United Nations peacekeeping operations. The Special Committee requests a briefing on the efforts of the Secretariat in this regard.

268. The Special Committee reaffirms the important role played by child protection advisers in peacekeeping missions, in full compliance with their mandate given by the Security Council, including their advisory role to senior mission leadership on the implementation of the children and armed conflict mandate, the mainstreaming of child protection in missions and training on child protection for uniformed personnel, the separation of children from armed forces and armed groups, the engagement with parties to conflict for the strict purpose of ending grave violations against children and the co-leading of the Council's monitoring and reporting mechanism on grave violations against children in situations of armed conflict. The Special Committee

requests a written briefing before its next substantive session on the possible impact of the consolidation of protection functions on the implementation of mandated protection functions for further consideration.

269. The Special Committee affirms the importance of continuing to ensure that all peacekeeping personnel receive adequate training on child protection and child rights in order to strengthen the protection of children in conflict and post-conflict situations. The Special Committee notes with appreciation the efforts to update training programmes and materials, all of which are critical to ensuring that there is an effective and comprehensive response, including preventive measures, with respect to child protection. The Special Committee welcomes the launch of the child protection predeployment training modules developed by the Department of Peacekeeping Operations, the Office of the Special Representative of the Secretary-General for Children and Armed Conflict and UNICEF, encourages the continued development of specialized training modules on child protection for all categories of peacekeeping personnel, requests the Department to make them available and encourages troop-contributing and police-contributing countries, as well as all regional and national peacekeeping training centres, to make full use of them, as appropriate.

270. The Special Committee continues to underscore the important role of United Nations peacekeeping and other relevant United Nations missions, within their respective mandates, in supporting the implementation of the monitoring and reporting mechanisms on children and armed conflict, as mandated by Security Council resolutions 1612 (2005), 1882 (2009), 1998 (2011), 2143 (2014) and 2225 (2015), in close consultation with the countries concerned, and appreciates the work of the Special Representative of the Secretary-General for Children and Armed Conflict. The Special Committee requests the Department of Peacekeeping Operations and field missions to continue to provide all support necessary to the Special Representative of the Secretary-General for Children and Armed Conflict and the Special Representative of the Secretary-General on Sexual Violence in Conflict and closely collaborate with them on the monitoring and reporting mechanisms as key components of overall child protection efforts. The Special Committee recognizes the important role of relevant United Nations bodies and civil society actors in this regard. The Special Committee invites the Department to brief it on its policies regarding children associated with armed groups encountered by United Nations forces during military operations and to keep it informed on the development of standard operating procedures on the handover of such children from military to civilian authorities.

271. The Special Committee takes note of the Secretary-General's decision that all countries whose armed and police forces are repeatedly listed in the annexes of his reports on children and armed conflict and sexual violence in conflict be prohibited from participating in United Nations peacekeeping operations, and urges them to take action to cease such violations and engage with the relevant Special Representative to develop and implement action plans expeditiously, thereby avoiding suspension from peacekeeping operations.

8. Health-related issues and peacekeeping

272. The Special Committee notes with concern that several health-related issues are still among the leading causes of fatalities in the field. Today's peacekeeping operations urgently require the Secretariat and Member States to work together to provide medical support, including medical capabilities, standards and facilities that can meet emergency needs.

273. The Special Committee emphasizes that improved medical and health care for peacekeeping operations is required and is in the interests of all personnel and contributing countries. The Special Committee notes that work is under way to issue the new edition of the United Nations Medical Support Manual, which will focus on casualty response in all field missions and a medical performance framework to improve the quality of health care and security for United Nations health-care facilities, basic first aid training and casualty evacuation and medical evacuation procedures. The Special Committee recognizes the ongoing efforts by the Secretariat, in consultation with Member States, to revise the Manual and oversee such a framework for both civilian and uniformed personnel to ensure that medical support is being adapted to the new realities and challenges facing peacekeeping operations. The Special Committee requests information on progress in this regard before the next substantive session.

274. The Special Committee recognizes that some missions have experienced challenges with regard to consistently responding to medical emergencies and evacuating casualties. Traditional approaches to gradually building up medical capacities are insufficient when providing rapid and immediate responses, especially during life-or-death situations. Timely and reliable medical evacuation and casualty evacuation should be a priority in all mission start-ups and must be maintained continuously throughout the mission, including through aeromedical evacuation teams and night flight capability. In this regard, the Special Committee stresses the need to ensure swift and safe passage for injured peacekeepers. Clear capability standards should also be established for casualty evacuation and medical evacuation. The Special Committee reiterates its requests that the Department of Field Support, as a matter of priority, review its aviation and casualty evacuation guidelines and internal procedures to ensure that missions can meet international standards of casualty evacuation.

275. The Special Committee reiterates its belief that the United Nations should set the highest possible medical standards in protecting peacekeepers in the field from the effects of trauma and infectious diseases, as well as HIV/AIDS. The Special Committee continues to underscore the responsibility of troop-contributing countries to ensure appropriate medical evaluation and clearance of all United Nations personnel from national contingents, including by ensuring that vaccination requirements are met, in accordance with the United Nations Medical Support Manual and the medical guidelines for peacekeeping operations. The Special Committee urges the Secretariat and troop-contributing and police-contributing countries to strengthen their efforts to harmonize predeployment and in-country awareness programmes and to ensure the strict application of United Nations guidelines on medical clearance and medical conditions that preclude deployment. In this regard, the Special Committee recognizes the importance of training all United Nations peacekeeping personnel on medical risks in the mission area in accordance with the guidelines provided, and recognizes the efforts undertaken by the Department of Peacekeeping Operations and the Department of Field Support, including through in-mission induction training and peer education, which have resulted in a decrease in the number of deaths from HIV/AIDS.

276. The Special Committee underlines the value of a standardized medical framework and the necessity of guidelines and clear minimum standards for health care quality and safety. In this regard, the Special Committee underlines the responsibility of both the United Nations and Member States to ensure that adequate medical facilities are in place and to regularly verify that the necessary standards are met and that medical personnel, including military physicians with knowledge regarding endemic diseases in peacekeeping host countries, assigned in mission areas

are qualified to provide immediate and proper medical attention to peacekeepers and have the minimum required language skills.

277. The Special Committee reiterates its requests that the Department of Peacekeeping Operations, the Department of Field Support and the Medical Services Division of the Department of Management continue to provide it with an annual detailed briefing on the progress made in dealing with health-related issues in peacekeeping operations, and in this regard looks forward to receiving, in advance of its next substantive session, information on the causes and rates of disease, injuries and fatalities in the field, as well as information on the status of the implementation of the system for the standardized and streamlined reporting of medical data across United Nations peacekeeping missions, which are to include, among other things, repatriation and mortality data.

278. The Special Committee welcomes the successful implementation of EarthMed in United Nations clinics across all peacekeeping operations. The Special Committee encourages further EarthMed implementation in all medical facilities across all missions.

279. The Special Committee recognizes the ongoing efforts of the Department of Peacekeeping Operations, the Department of Field Support and the Medical Services Division of the Department of Management to develop guidelines and policies on occupational health as one possible means of reducing illness and injuries and of enhancing the safety and well-being of peacekeeping personnel in the field. The Special Committee reiterates its request for an update and looks forward to a briefing in this regard.

280. The outbreak of the Ebola virus in missions' areas of operation has demonstrated that such a public health crisis could generate direct and indirect effects on current peacekeeping operations. The Special Committee takes note of the measures taken to address such crises and to protect United Nations personnel in the areas affected by Ebola. The Special Committee welcomes the 2016 report of the High-level Panel on the Global Response to Health Crises (A/70/723) and requests the Secretariat to develop the operational lessons learned into guidelines and internal procedures to respond to public health crises in the future. In this regard, the Special Committee requests the Secretariat to provide an annual briefing on the progress made.

281. The Special Committee supports the Medical Services Division and Medical Support Section in their effort to standardize critical aspects of health-care quality management and patient safety in peacekeeping missions by ensuring the implementation of United Nations-recognized standards in all medical treatment facilities of peacekeeping operations, in significant procedures of the chain of rescue and in continuity of care of a patient. Such standards will enable the United Nations to provide high-quality, timely and responsive medical support that is highly dependable and consistent across the United Nations system. Standards will stabilize or improve the overall patient outcome and have the potential to raise the confidence of all United Nations personnel who rely on United Nations medical support and deserve effective, dependable and safe health care.

282. The Special Committee notes that, as peacekeeping operations are deployed in more complex and dangerous environments, the need for the immediate treatment of wounds becomes vital. The Special Committee requests that the Medical Services Division and the Medical Support Section work with Member States to ensure that all peacekeepers receive mandatory first aid training. In addition, the Medical Services Division and the Medical Support Section are requested to ensure that all deployed medical staff qualifications and competencies are current and verified prior to deployment and that they have completed the mandatory predeployment medical training.

283. The Special Committee recognizes that, in addition to standards for medical facilities, there is also a need for streamlined medical protocols in order to guarantee the quality of medical support and enhance interoperability. The Special Committee encourages the Secretariat as a matter of priority to develop medical protocols and requests the Secretariat to provide a briefing on the progress made before the next substantive session.

284. The Special Committee underlines the importance of timely and responsive medical care, especially for peacekeepers operating in high-risk or volatile environments. Such care requires skilled first aid aimed at prolonging life within 10 minutes of the time of injury. In this regard, the Special Committee encourages, where appropriate, the deployment of more skilled first aiders in the field by troop-contributing and police-contributing countries, and requests the Secretariat, in consultation with those countries, to explore ways to meet such needs.

285. The Special Committee acknowledges that the mental health and psychological well-being of all personnel is important not only for individual personnel, but also for the organizational resilience and productivity of peacekeeping missions. The Special Committee requests the Secretariat to consider the development of a United Nations mental health strategy in consultation with troop-contributing and police-contributing countries. The Special Committee encourages the Secretariat and Member States to make all possible efforts to ensure good mental health and psychological well-being for all personnel in the predeployment, deployment and post-deployment phases.

286. The Special Committee notes that, in certain situations, the Department of Field Support is required to bridge the gap between the mission mandate and the available capabilities and personnel in the mission. In this regard, the Special Committee recognizes the use of commercial medical services by the Secretariat, with particular attention given to locally recruited personnel with the requisite skills and with the consideration of the local needs, in accordance with United Nations medical standards, to address such a gap, and requests a briefing on the issue prior to the 2019 substantive session.

9. Quick-impact projects

287. Recognizing the mutually reinforcing link between security and development, the Special Committee welcomes the implementation of quick-impact projects by peacekeeping operations and stresses the important contribution they make to the successful implementation of mandates by addressing the immediate needs of local populations and building confidence in, and support for, peacekeeping missions, their mandates and the peace processes. The Special Committee recognizes that quick-impact projects play a critical role in the implementation of a comprehensive mission strategy, in strengthening the link between missions and local populations and in the accomplishment of their objectives, and that their implementation should take into account the situation and needs on the ground.

288. The Special Committee calls for the full implementation of section XVIII of General Assembly resolution 61/276, notes the policy on quick-impact projects of the Department of Peacekeeping Operations and the Department of Field Support approved on 21 January 2013 and stresses that such projects are an integral part of both mission planning and the development and implementation of comprehensive strategies to meet the challenges facing complex peacekeeping operations.

289. The Special Committee emphasizes the importance of coordination with humanitarian and development partners so as to prevent duplication and the overlap of activities between peacekeeping missions and humanitarian and development partners in the field.

290. The Special Committee appreciates the voluntary and additional contributions of contingents from troop-contributing and police-contributing countries in funding projects in peacekeeping missions.

291. The Special Committee reiterates its recommendation that selection procedures for quick-impact projects be made flexible and be addressed at the field level under the control of the relevant Special Representative of the Secretary-General. It emphasizes the need for projects to be planned and managed in the most effective manner possible, in consultation with local populations, in order to ensure that their needs are met. The Special Committee stresses the need for expedited and flexible procedures for the implementation of the projects and the appropriate allocation of funds.

292. The Special Committee welcomes the progress made by the Secretariat in revising the Policy Directive for Quick-Impact Projects, as requested in paragraph 142 of the Committee's report on its 2010 substantive session (A/64/19), taking into account all relevant aspects, and requests the Secretariat to ensure that relevant guidance provided to peacekeepers on this issue corresponds to the revised Policy Directive. The Special Committee also welcomes the efforts being made by the Secretariat to provide training to mission personnel involved in the management of quick-impact projects and strongly emphasizes the importance of such training in the implementation of a comprehensive mission strategy.

10. Protection of civilians and other mandated tasks

293. The Special Committee affirms the importance of protection of civilians as a mandated task of multidimensional peacekeeping operations. The Special Committee reaffirms that the protection of civilians and all other mandated peacekeeping tasks are to be implemented in accordance with the purposes and principles of the Charter and the guiding principles of peacekeeping operations. The Special Committee recognizes that there are a range of important mandated tasks, including, but not limited to, support for the restoration and extension of State authority, support for political processes and the protection of civilians under threat, without prejudice to the primary responsibility of the host government to protect civilians. The implementation of such mandates should be an integral part of a comprehensive peace process, underpinned by national ownership and involving relevant stakeholders, as well as the support of the international community.

294. The Special Committee stresses the primary responsibility of the host government to protect civilians, and emphasizes the importance of close cooperation and consultation with national authorities for all activities implemented by United Nations peacekeeping missions, including the protection of civilians, as appropriate. In this respect, the Special Committee recognizes that these activities support, but do not substitute for, the activities of national authorities. In this regard, the Special Committee emphasizes that priority should continue to be given to the promotion of knowledge of, respect for and observance by all States and other relevant actors, as appropriate, of their obligations under the Charter and other international law, including international human rights law, international refugee law and international humanitarian law.

295. The Special Committee stresses that the protection of civilians in peacekeeping operations may comprise, in accordance with the mission's mandate and taking into account the primacy of political resolution of conflicts, activities by all the components of a mission in order to prevent or respond to acts of violence against civilians, including the use of force as a last resort when required, according to the mandate and the rules of engagement, to provide security to civilians under threat of

physical violence within areas of operations, without prejudice to the primary responsibility of the host government to protect its civilians.

296. The Special Committee stresses that the protection of civilians in peacekeeping operations, when mandated, is a whole-of-mission task that requires an integrated approach among military, police and civilian components, in coordination with national authorities, local communities and relevant humanitarian organizations, as appropriate, in order to create and sustain a protective environment for civilians. The Special Committee also stresses the importance of coordination between all relevant United Nations actors at Headquarters and in the field, and encourages the Secretariat to continue to improve coordination efforts.

297. The Special Committee recognizes the important role that United Nations police components can play, in consultation with the host State and in collaboration with other components, in supporting host States to uphold their primary responsibility to protect civilians. In this regard, the Special Committee also recognizes the need to ensure clarity with regard to the respective and related but distinct roles and responsibilities of military and police actors in relation to the protection of civilians. The Special Committee takes note of the guidelines on the role of United Nations police in protection of civilians developed by the Department of Peacekeeping Operations and the Department of Field Support, as well as the development of a comprehensive training course for predeployment and in-mission police training. In this regard, the Special Committee requests the Secretariat to provide a briefing on relevant developments, including the distinction of the roles and tasks of the military and police components.

298. The Special Committee recognizes the importance of continuously improving training modules for all mandated tasks, including the protection of civilians, for peacekeeping personnel, including senior mission leadership, before and during deployment, based on lessons learned from past and existing peacekeeping missions and case analysis. In this regard, the Special Committee takes note of the revised comprehensive protection of civilians training materials for United Nations peacekeeping operations as a comprehensive training package that combines aspects of training on the protection of civilians, child protection and conflict-related sexual violence for military peacekeepers in peacekeeping operations for use in both predeployment and in-mission training. The Special Committee requests that the training materials be expanded to address police peacekeeping personnel. The Special Committee requests the Secretariat to consult with troop-contributing and police-contributing countries in the implementation and review of the training materials to allow those countries to contribute to the effectiveness of the materials.

299. The Special Committee emphasizes the need for comprehensive predeployment training by troop-contributing and police-contributing countries that incorporates all relevant policies and guidelines issued by the Department of Peacekeeping Operations and the Department of Field Support for all deployed personnel, in particular commanding officers, in order to deliver on their mandates, including the mandate to protect civilians. The Special Committee welcomes the efforts made by Member States to provide specific comprehensive training on the protection of civilians at both the operational and tactical levels. The Special Committee also takes note of the current in-mission training needs assessment being conducted by the Integrated Training Service for missions that have protection of civilians mandates, and notes that a report on the findings is expected in 2018. The Special Committee requests a briefing on the report before its next substantive session.

300. The Special Committee takes note of the launch of the pilot model of "protection through projection", which requires both military and civilian staff to be highly

mobile and be able to, at the first signs of a deteriorating security situation, deploy temporarily to prevent violence.

301. The Special Committee underlines the relevance of unarmed strategies to protect civilians in peacekeeping operations as political instruments that can effectively protect civilians by helping to bring an end to violent conflicts, shoring up the confidence of parties in peaceful solutions and working to advance peace processes. In this regard, and taking into account the positive contributions of unarmed civilian protection, the Special Committee stresses that peacekeeping missions should make every effort to leverage the non-violent practices and capabilities of local communities to support the creation of a protective environment.

302. The Special Committee stresses the need for clear, adequate and timely assessment of the human and material resources and capabilities that are available to missions that have mandates for the protection of civilians and the ability of the mission to fully implement the mandate through a comprehensive approach. The Special Committee reaffirms that United Nations peacekeeping operations that have a protection-of-civilians mandate must be provided with the resources and training necessary to carry out that task, including personnel, mobility assets and capabilities for gathering timely, reliable and actionable information on threats to civilians and the analytical tools to use that information. In this regard, the Special Committee takes note with appreciation of the progress in the resources and capability matrix for the implementation of protection-of-civilians mandates in United Nations peacekeeping operations as a reference tool for identifying the resources and capabilities required for carrying out tasks relating to the protection of civilians, where mandated. The Special Committee underlines the need for continued consideration of the matrix by all relevant actors, including Member States, troop-contributing and police-contributing countries and field missions, based on developments in the field and lessons learned, as it undergoes further development.

303. The Special Committee notes that the authorization to use force in peacekeeping operations in order to respond to threats of physical violence against civilians must be implemented in accordance with applicable legal obligations and in compliance with the mandate established by the Security Council and the mission-specific rules of engagement.

304. The Special Committee calls upon the Secretariat and Member States to continue to work to improve the performance of peacekeeping operations. In this regard, the Special Committee recognizes that the effective implementation of mission mandates, including protection-of-civilians mandates, is the responsibility of all stakeholders and is contingent upon several critical factors, including, but not limited to, well-defined, realistic and achievable mandates; political will, leadership and performance and accountability at all levels; adequate resources; and policy, planning and operational guidelines and training. In this regard, the Special Committee requests the Secretariat to develop performance evaluation standards for all relevant civilian and uniformed personnel for the implementation of protection-of-civilians mandates, in consultation with Member States, as outlined in paragraph 102 of the present report.

305. The Special Committee notes the critical importance of strategic communications with national authorities and other relevant key stakeholders with regard to a mission's protection-of civilians mandate and its related operational capabilities and resources for the delivery of that mandate, and requests the Secretariat to further its efforts in all peacekeeping operations in this regard.

306. The Special Committee requests the Secretary-General to continue, on an ongoing basis, to submit proposals, working closely with troop-contributing and police-contributing countries, including with regard to the implementation of

protection-of-civilians mandates, to improve the ability of existing peacekeeping missions to respond to situations adversely affecting civilians, including all the logistical support and training required for those countries.

307. The Special Committee requests the Secretary-General to ensure that peacekeeping operations take threat assessments of violence against civilians into account during planning and decision-making processes that determine when and where a peacekeeping operation's capabilities are deployed.

308. The Special Committee acknowledges that the protection of civilians is currently mandated in the majority of United Nations peacekeeping missions. The Special Committee recognizes that protection of civilians is the primary responsibility of the host country and, accordingly, emphasizes that relevant peacekeeping missions with this mandate should conduct their tasks without prejudice to the primary responsibility of the host government to protect civilians. The Special Committee also acknowledges that the successful conduct of tasks relating to the protection of civilians, in particular when under imminent threat of physical violence and within the effective areas of deployment, wherever a United Nations mandate exists, requires a coordinated response from all relevant mission components. The Special Committee continues to recognize that it is important for all peacekeeping missions with protection-of-civilians mandates to update, as appropriate, comprehensive protection strategies for incorporation into overall mission implementation plans and contingency plans, in consultation with the host government, local authorities, troop-contributing and police-contributing countries and other relevant actors, and requests those that have not yet carried out this task to do so. The Special Committee, recalling paragraph 1 of the present report, takes note of the Kigali Principles on the Protection of Civilians as non-United Nations voluntary principles, as adopted by a number of countries during and after the International Conference on the Protection of Civilians held in 2015.

309. The Special Committee notes the ongoing efforts of the Secretariat to improve and develop policies relevant to the implementation of protection-of-civilians mandates in United Nations peacekeeping, and emphasizes the need for close consultations with Member States, including troop-contributing and police-contributing countries, as well as host States. The Special Committee takes note of the upcoming review of the policy on the protection of civilians in United Nations peacekeeping of the Department of Peacekeeping Operations and the Department of Field Support, and views the policy revision as an opportunity to incorporate best practices and lessons learned with regard to protection of civilians in peacekeeping operations and to ensure that guidance is applicable to current operating environments. The Special Committee emphasizes the need for close consultations with troop-contributing and police-contributing countries in the lead-up to the review.

310. The Special Committee takes note of the Secretary General's initiatives to investigate incidents regarding the protection of civilians, in consultation with relevant actors, including troop-contributing and police-contributing countries, as appropriate, takes note of his recommendations for a more effective implementation of the protection-of-civilians mandates and requests that he share them with pertinent stakeholders, as appropriate.

311. The Special Committee takes note of the Framework for the Drafting of Comprehensive Protection of Civilians Strategies in United Nations Peacekeeping Operations as a practical tool for the development of mission-wide protection strategies. The Special Committee encourages peacekeeping missions to continue to refer to the Framework, where appropriate, to develop and update such strategies. The Special Committee requests the Secretariat to continue to consult with Member States, including troop-contributing and police-contributing countries, field personnel

and all relevant actors on the Framework, in order to continue to improve it, based on developments in the field and lessons learned, with due consideration of the full range of views of Member States.

312. The Special Committee recognizes the importance of evaluations and reports from missions on all mandated tasks, including on the protection of civilians, and requests the Secretary-General to ensure that peacekeeping missions improve their reporting on all incidents relating to the protection of civilians, taking into account their capacities and areas of responsibility. All relevant information should be brought to the attention of Headquarters and the Security Council in a timely manner. Best practices and lessons learned should be shared across peacekeeping missions as appropriate. In this regard, the Special Committee stresses the importance of mission-specific benchmarks against which peacekeeping missions should report on the implementation of their mandates, including information regarding outcomes and impacts beyond quantitative data. The Special Committee highlights the benefits of recording civilian casualties in peacekeeping operations, and asks that such records be kept at all relevant missions. The Special Committee requests the Secretary-General to provide a briefing on developments concerning these records during its next substantive session. The Special Committee also notes the development of protection-of-civilians impact indicators and encourages peacekeeping operations with a protection-of-civilians mandate to implement them as appropriate.

313. The Special Committee notes existing measures developed by various peacekeeping missions at the operational and tactical levels to implement protection-of-civilians mandates. The Special Committee recognizes the need for baseline guidance on the protection of civilians, from which peacekeeping missions would develop their own mission-specific guidance, including on ways to respond to threats from different types of armed groups. The Special Committee encourages the Secretariat to continue efforts in close consultation with, and with the participation of, the missions to address their needs for mission-specific operational guidance on the protection of civilians. In this regard, the Special Committee takes note of the survey of mission staff currently under way.

314. The Special Committee recognizes the continuing need for effective routine assessment of the protection-of-civilians strategies being implemented by peacekeeping missions, taking into consideration the views of the relevant actors, including Member States, the host country, troop-contributing and police-contributing countries and the Secretariat, involved in the development of the strategies.

315. The Special Committee takes note of the work by the Secretariat to gather lessons learned and practices on protection of civilians and requests the Secretariat to share them across peacekeeping missions.

316. The Special Committee notes the use of protection-of-civilians sites, requests the Secretariat to examine the implications for current and future peacekeeping operations and takes note of the development of procedures to prevent the sites from being used in a manner contrary to their purpose.

317. The Special Committee stresses the importance of a mission having the capacity to interact closely with the host government, local authorities, local population and relevant organizations, including community-based organizations and women's and youth groups, in order to raise awareness and understanding of its protection-of-civilians mandate and activities, to assess threats to civilians and to help build trust and protective environments. To this end, the Special Committee requests that peacekeeping operations with such mandates continue to engage, through relevant mission components and in close coordination with national authorities, in public information and outreach strategies, in line with Security Council resolution 1894 (2009). The Special Committee welcomes practices such as the establishment of

senior advisers on protection of civilians in all missions with a protection-of-civilians mandate and the fielding of joint protection teams, host-country community liaison assistants and human rights and civil affairs officers, which improve local-level analysis and engagement in accordance with the mandate and assist in the management of expectations among the local community regarding the role, opportunities and limitations of the peacekeeping mission.

318. The Special Committee notes that an increase in the number of uniformed and civilian women in United Nations peacekeeping operations contributes to enhancing the effectiveness of the missions with regard to protecting civilians.

319. The Special Committee stresses the important role of the Department of Peacekeeping Operations in taking forward work on the protection of civilians in peacekeeping operations, including work requested by the Committee, in a coordinated and expedient manner. The Special Committee also stresses the importance of coordination at Headquarters and in the field by all relevant United Nations actors, in accordance with their respective mandates, on issues relating to the protection of civilians in peacekeeping operations. The Special Committee encourages the Secretariat to continue to improve coordination efforts at Headquarters and in the field, taking into consideration the different roles and responsibilities of relevant actors. The Special Committee also encourages further coordination between the United Nations and regional arrangements, as appropriate, on issues relating to the protection of civilians in peacekeeping operations.

320. The Special Committee encourages further cooperation among the United Nations and regional and subregional arrangements and non-United Nations forces, as appropriate, on issues relating to the protection of civilians in United Nations peacekeeping operations.

321. The Special Committee requests the Secretariat to provide before the next session, unless otherwise specified, the following briefings and/or updates:

(a) A briefing on the relevant developments regarding the guidelines on the role of United Nations police in protection of civilians developed by the Department of Peacekeeping Operations and the Department of Field Support, including the distinction of the roles and tasks of the military and police components;

(b) A briefing on the specialized training materials for predeployment and in-mission training by the Secretariat;

(c) A briefing on the report of the in-mission training needs assessment conducted by the Integrated Training Service;

(d) A briefing on the results of the implementation of the pilot model of "protection through projection";

(e) A briefing on the mechanisms for recording civilian casualties in peacekeeping operations;

(f) A briefing on the use of protection-of-civilians sites, including implications for current and future peacekeeping;

(g) A briefing on best practices with regard to measures taken by peacekeeping operations to foster cooperation with the host-country authorities;

(h) A briefing on ways to enhance the sharing of best practices and lessons learned across peacekeeping missions;

(i) A briefing on progress in the review of the protection of civilians policy, the development of performance evaluation standards for the protection of civilians and the development of an accountability policy, as outlined in paragraph 102 of the

present report, and activities regarding the improved strategic communication on protection of civilians.

H. Cooperation with troop-contributing and police-contributing countries

322. The Special Committee underlines the need for the full and effective implementation of the provisions contained in Security Council resolutions 1327 (2000), 1353 (2001) and 2086 (2013) and the statement by the President of the Security Council of 31 December 2015 (S/PRST/2015/26), as well as the notes by the President on the issue of cooperation with troop-contributing and police-contributing countries so as to optimally utilize those mechanisms to forge a stronger relationship between the Council and those countries.

323. The Special Committee reiterates its call upon the Secretariat to consult with the troop-contributing and police-contributing countries in a timely manner when planning any change in military and police tasks, mission-specific rules of engagement, operational concepts or command and control structure or early peacebuilding tasks that would have an impact on personnel, equipment, training and logistical requirements in order to enable these countries to contribute their advice during a strengthened and improved planning process and to take into account the needs of troop-contributing and police-contributing countries as they meet the new challenges and demands.

324. The Special Committee requests the Secretariat to develop relevant policy papers, guidance and training documents, manuals and regulations in close consultations with troop-contributing and police-contributing countries, drawing on their views and legitimate concerns. In addition, the Special Committee notes the Secretariat's efforts to ensure the timely dissemination by the Department of Peacekeeping Operations and the Department of Field Support of policy papers, guidance and training documents, manuals and regulations to members of the Special Committee through the United Nations Peacekeeping Resource Hub website. The Special Committee also requests the Secretariat to continue to brief troop-contributing and police-contributing countries on further developments in this regard.

325. The Special Committee observes that assessment and advisory and predeployment visits for military and police contributions are important steps in the process of force generation.

326. The Special Committee encourages the Secretariat to further provide to relevant troop-contributing and police-contributing countries, in a timely manner, information on the latest developments in current operations and technical assessment missions and on urgent situations that affect their operations, in particular with regard to critical security incidents within missions. The relevant reports of the Secretary-General and the findings of the relevant strategic and technical reviews should be shared with the respective troop-contributing and police-contributing countries well in advance of such sessions.

327. The Special Committee appreciates the concerted efforts of the Secretariat to improve multidimensional peacekeeping operations that operate in challenging environments and underlines the need for the memorandum of understanding, as the primary legal link among the Department of Peacekeeping Operations, the Department of Field Support and the troop-contributing and police-contributing countries, to be agreed upon as quickly as possible.

328. The Special Committee welcomes the weekly briefings conducted by the United Nations Operations and Crisis Centre to Member States, including the valuable

contribution of various United Nations agencies. The Special Committee nonetheless considers that improvements could be made to the briefings to enhance their value for Member States, and in this regard requests the Secretariat, in consultation with Member States, to assess and identify areas for improvement and implement those changes by the end of November 2017. The Special Committee calls upon the Secretariat to ensure that mechanisms are in place to enable timely responses to operational questions raised by Member States in the briefings. The Special Committee also calls upon the Secretariat to disseminate notifications of the briefings to members of the Committee in a timely manner.

329. The Special Committee reiterates the importance of effective coordination, consultation and dialogue between the Office for the Peacekeeping Strategic Partnership and troop-contributing and police-contributing countries for the effective execution of its work and of having the relevant intergovernmental bodies, including the Special Committee, consulted and regularly updated on any further developments relating to the Office.

330. The Special Committee stresses the need for the Secretariat to continue to enhance its outreach efforts to troop-contributing and police-contributing countries in order to improve their understanding of internal United Nations processes, including the handling of communications among capitals, mission headquarters and the Secretariat, the awareness of vacancies and the United Nations recruitment process. In this regard, it takes note of the Secretariat's efforts, such as the biannual troop-contributing and police-contributing country outreach round tables, and encourages Member States to identify institutions and organizations in their countries that might wish to join the network of outreach multipliers.

I. Triangular cooperation among the Security Council, the Secretariat and the troop-contributing and police-contributing countries

331. The Special Committee takes note of the evolving and challenging nature of the prevailing peacekeeping environment and underscores the value of a productive relationship among those who mandate, plan, manage and implement United Nations peacekeeping operations. The Special Committee recognizes that there are many different types and formats of triangular consultation, including formal meetings of troop-contributing and police-contributing countries held ahead of mandate renewals, thematic discussions held by the Special Committee and the Security Council Working Group on Peacekeeping Operations, open thematic debates organized by the President of the Security Council and informal discussions convened by individual members of the Security Council. The Special Committee underscores the collective need to work together to make these meetings more productive, representative and meaningful. The Special Committee underlines that improvement is required with regard to the timing and frequency, level of interaction and transparency of meetings, and the flow of information among partners, to enable the Council to give full consideration to the views of those serving in the field when making its decisions about peacekeeping mandates.

332. The Special Committee reiterates that sustained triangular consultations based on existing formal and informal facilitating mechanisms and on inclusive thematic debates on the issues of peacekeeping among the Security Council, the Secretariat and troop-contributing and police-contributing countries are essential to a shared understanding of appropriate responses and their implications for the mandate and conduct of an operation. The Special Committee encourages troop-contributing and police-contributing countries to continue to contribute their experience and expertise to these consultations. Doing so can greatly assist in the planning of operations and

ensures that their personnel have the capacity to meet the new demands. The Special Committee stresses the importance of making the best use of and improving, as necessary, existing platforms for consultations in order to assess the strength and composition of the peacekeeping operations and the implementation of their mandates and, where appropriate, making adjustments according to progress achieved or changing circumstances on the ground. The consultations should extend beyond the issues of mandates of operations to areas such as the safety and security of peacekeepers; strategic force generation; gender; conduct and discipline, including allegations of sexual exploitation and abuse; the implementation of protection-of-civilian mandates; capability, performance and equipment; and national caveats.

333. The Special Committee stresses the need for the continued implementation of all the measures addressed to the Secretariat in the notes by the President of the Security Council (S/2013/630 and S/2017/507) and the statement by the President of the Security Council of 26 August 2011 (S/PRST/2011/17) on consultations with troop-contributing and police-contributing countries, including with regard to meeting reporting deadlines and circulating copies of the reports of the Secretary-General on specific United Nations peacekeeping operations in all official languages and circulating to troop-contributing and police-contributing countries, by the 15th of each month, notices of and invitations to the Security Council's upcoming troop-contributing and police-contributing country meetings on individual peacekeeping mission mandates anticipated to be held during the following month, in order to allow those countries to properly prepare for and participate more effectively in the meetings.

334. Mindful of the importance of interactive dialogue and proactive participation, the Special Committee encourages the Secretariat to provide more discussion-oriented briefings during triangular meetings that move beyond the repetition of relevant reports. The Special Committee also encourages troop-contributing and police-contributing countries to make more proactive inputs in response to the briefings, with a view to more effectively utilizing their experience and expertise.

335. In order to ensure unity of effort and a common commitment to the mandates, Security Council members, troop-contributing and police-contributing countries and the Secretariat should participate in regular, inclusive and meaningful consultations, including on any changes in mandate. The Special Committee encourages regular and timely informal dialogue sessions among Council members, the Secretariat and troop-contributing and police-contributing countries, including in advance of mandate renewals and in response to any significant changes to the missions' operating environments, and recommends that they should be sustained and reinforced.

336. Troop-contributing and police-contributing countries would benefit from early consultation on the development of concepts of operations in order to prevent caveats from being presented after mandates have already been finalized.

337. The Special Committee recognizes the ongoing need to broaden the base of countries contributing to United Nations peacekeeping operations, and in this regard calls upon the Secretariat to continue to improve its information-sharing and consultation processes with all Member States. The Special Committee requests that the Secretariat make itself available for consultations, at the request of existing and potential contributing countries, to discuss, among other things, predeployment threat assessments, concepts of operations and rules of engagement for existing and new missions, in order to provide clarity regarding what is expected of those countries before they present their pledges to those missions.

338. The Special Committee recognizes the work of the Working Group of the Security Council on Peacekeeping Operations and stresses the importance of the continuing utilization of the forum for the discussion of thematic issues and more in-

depth, meaningful and timely discussions on specific peacekeeping issues. The Special Committee welcomes the commitment of the Security Council to hold discussions with troop-contributing and police-contributing countries on the proposed yearly workplan of the Working Group (see S/2017/507, annex, para. 91 (i)).

339. The Special Committee underlines the need for the Secretariat to provide the Security Council, troop-contributing and police-contributing countries and other key stakeholders with an early assessment of capabilities, force generation and logistical resource requirements prior to the launch of a new peacekeeping mission or a major reconfiguration of a current one.

340. The Special Committee stresses the importance of regular updating, as often as necessary, of the operational documents by the Secretariat, so as to ensure consistency with the mandates of the Security Council, and of informing troop-contributing and police-contributing countries about those updates, and requests the Secretariat to adopt a mission-specific approach to planning, as appropriate, and to inform them accordingly.

341. The Special Committee stresses that sustained consultations among troop-contributing and police-contributing countries, the Secretariat and the Security Council, especially on issues related to mandates, have yet to reach their full potential. In 2017, the Special Committee, recognizing the opportunities to improve the existing mechanisms of triangular cooperation, invited Member States to initiate informal discussions among Committee members to discuss ways to improve triangular cooperation and generate suggestions that could be considered during the 2018 substantive session. In this regard, the Special Committee recognizes that the following guidelines could be seen as opportunities to improve the existing mechanism of triangular cooperation:

(a) The pattern of triangular cooperation should include a mix of both formal and informal meetings that take place on a regular basis;

(b) When scheduling triangular meetings, it is important to take into account the timetable for the publication of the reports of the Secretary-General and the deadlines of mandate renewals, while providing sufficient time for delegations to seek input and feedback from their capitals and from peacekeepers on the ground that could be useful for a fruitful and transparent discussion;

(c) The Secretariat should circulate the yearly calendar for mandate renewals and anticipated reports of the Secretary-General among all members of the Special Committee at the end of January of each year;

(d) The invitation to attend a triangular discussion, whether formal or informal, should indicate the purpose of the meeting and outline the topics and issues to be discussed, and include relevant information, such as reports of the Secretary-General, reports of the Security Council working groups and resolutions;

(e) Transparency is important in order to ensure that trust is maintained among all parties and that all stakeholders have the opportunity to provide input to the consultations;

(f) While maintaining the spirit of informality, informal triangular discussions, in their various formats, should have some regularity and predictability with regard to their occurrence;

(g) The frequency and timing of informal consultations should be coordinated among Member States concerned to avoid overlapping meetings on the same subject;

(h) In order to improve transparency, the convener of an informal meeting may alert delegations about such meetings through the mailing list of the Special

Committee, while furnishing the list of invited delegations, where deemed appropriate;

(i) The Secretariat is urged to help improve the quality of discussions in the formal and informal triangular consultations through the timely provision of relevant background information, which should include a realistic assessment of critical resource gaps and limitations;

(j) Partners should come to meetings prepared for meaningful, inclusive, active and dynamic consultations so that triangular consultations allow for the provision of feedback and an exchange of views;

(k) The Special Committee and the Security Council Working Group on Peacekeeping Operations should continue to serve as forums for the discussion of thematic issues and for more in-depth discussions on specific peacekeeping issues.

342. The Special Committee invites Member States to continue informal discussions with Committee members to evaluate and review the efficiency and effectiveness of the triangular cooperation mechanisms in subsequent substantive sessions of the Committee. The Special Committee encourages Member States to take a similar approach to exploring other important issues related to United Nations peacekeeping that could be considered in the next substantive session of the Committee.

J. Cooperation with regional arrangements

343. The Special Committee notes with appreciation the progress made by the peacekeeping partnership between the United Nations and the African Union. The Special Committee notes the signing in April 2017 of the Joint United Nations–African Union Framework for Enhanced Partnership in Peace and Security, which provides a comprehensive strategic vision for a stronger partnership. The Special Committee recognizes that the Joint Framework could serve as a basis for further deepening the United Nations–African Union peacekeeping partnership in a more systematic, predictable and strategic manner. In this regard, the Special Committee encourages further implementation of the Joint Framework.

344. Reaffirming the primacy of the United Nations in the maintenance of international peace and security and noting the Secretary-General's emphasis on building stronger partnerships for peacekeeping, the Special Committee acknowledges the important contribution that regional arrangements can make to peacekeeping, in accordance with Chapter VIII of the Charter. The Special Committee recognizes the role of regional and subregional organizations in peacekeeping, including as first responders to conflict situations, and notes that United Nations cooperation with these organizations contributes to preventing the outbreak, escalation, continuation and recurrence of conflict. The Special Committee encourages the Secretariat to further deepen cooperation with relevant regional and subregional arrangements, in accordance with the relevant provisions of the report of the Secretary-General on the implementation of the recommendations of the High-level Independent Panel on Peace Operations (A/70/357), Security Council resolutions 2282 (2016) and 2320 (2016) and General Assembly resolution 70/262.

345. The Special Committee recognizes the valuable work of regional arrangements or organizations in supporting United Nations peacekeeping and in enhancing the common ability of their member States to contribute to peacekeeping operations, including through the development of capabilities. The Special Committee acknowledges the work of the United Nations Office to the African Union (UNOAU) and the United Nations Liaison Office for Peace and Security in strengthening their cooperation with the United Nations and notes their ongoing work in support of

United Nations peacekeeping. The Special Committee acknowledges a memorandum of understanding, dated 28 September 2012, with the Collective Security Treaty Organization to consider assistance in United Nations peacekeeping activities and relevant General Assembly resolutions on cooperation between the United Nations and the Collective Security Treaty Organization. The Special Committee also welcomes the signing of an exchange of letters on 20 September 2017 between the Organization for Security and Cooperation in Europe and the United Nations aimed at deepening the collaboration between the two organizations. In addition, the Special Committee continues to encourage the Secretariat to seek new opportunities for engagement with other regional and subregional arrangements.

346. The Special Committee recognizes the added value that could be brought by the opening of a liaison office with the League of Arab States and calls upon the Secretariat to further explore options in this regard. The Special Committee looks forward to the convening, in July 2018, of the general meeting on cooperation between the representatives of the secretariats of the United Nations system and the General Secretariat of the League of Arab States and its specialized organizations to further strengthen the partnership between the two organizations and build a road map of future cooperation, including capacity-building in the area of peacekeeping.

347. The Special Committee encourages the Secretariat to continue to coordinate with relevant regional arrangements on issues relating to police in peacekeeping. The Special Committee especially encourages regional organizations to align with the United Nations Strategic Guidance Framework for International Police Peacekeeping. In this regard, the Special Committee emphasizes the importance of making the Framework and related information easily available to regional organizations. The Special Committee encourages increased cooperation between the Secretariat and regional organizations on the implementation of the Framework, including through the provision of expertise and capabilities and capacity-building.

348. The Special Committee calls upon the Secretariat to ensure that gender perspectives are taken into account in the implementation of all strategic aspects of cooperation with regional and subregional arrangements, including by ensuring that gender analysis and women's participation are integrated into assessments, planning and operations.

349. The Special Committee recognizes the growing importance of partnership and cooperation among the United Nations and regional and subregional arrangements in planning and conducting United Nations peacekeeping operations and acknowledges that there is a need to further strengthen the mechanisms of engagement at the strategic level. The Special Committee stresses the importance of cooperation in capacity-building and training and encourages the Secretariat to continue to develop exercise and training policies with the regional and subregional arrangements aimed at improving interoperability. The Special Committee acknowledges the work being carried out by the Secretariat regarding the lessons learned from cooperation and its readiness to enhance and seek new opportunities for engagement with regional and subregional arrangements on a range of issues. The Special Committee encourages the Secretariat to continue to explore the possibility of exchanging relevant information aimed at improving interoperability and enhancing operational effectiveness.

350. The Special Committee notes with appreciation the close cooperation on peacekeeping between the United Nations and the European Union and encourages both organizations to further strengthen their institutional relations and strategic partnership, as reflected in the United Nations–European Union strategic partnership on peacekeeping and crisis management for the period 2015–2018, and looks forward to its follow-up.

351. The Special Committee recalls the adoption of the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations. The Special Committee welcomes the mechanisms led by the Association of Southeast Asian Nations (ASEAN) and in particular the ASEAN Defence Ministers Meeting Plus (ADMM-Plus) Experts' Working Group on Peacekeeping Operations as a way to share experience and expertise within ASEAN and among dialogue partners on various important issues related to peacekeeping operations, including the Peacekeeping Capability Readiness System, the protection of civilians strategy and the role of women peacekeepers. The Special Committee also notes efforts to implement joint activities related to peacekeeping and peacebuilding under the Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations (2016–2020).

352. The Special Committee notes the progress made in coordination and planning, including the planning of parallel or sequential operations, between the United Nations and regional arrangements, and underscores the need to take stock of lessons learned, in all aspects, from the transition from a regionally led peacekeeping operation to a United Nations peacekeeping operation. The Special Committee also reaffirms the importance of partnership and cooperation among the United Nations and relevant regional and subregional arrangements to improve coordination and cooperation in peacebuilding to increase synergies and ensure the coherence and complementarity of such efforts. The Special Committee further encourages political partnership through strengthening strategic coherence and operational collaboration.

K. Enhancement of African peacekeeping capacities

353. The Special Committee recognizes, in accordance with Chapter VIII of the Charter, the strategic nature of the partnership between the United Nations and the African Union in the context of peacekeeping operations, which has evolved at the strategic and operational levels and contributes to effective responses to conflict. The Special Committee commends the crucial contribution and role of the African Union and subregional organizations in efforts to settle conflicts, and expresses its support for the peacekeeping activities that they conduct on the African continent. The Special Committee further emphasizes the importance of deepening the strategic partnership between the United Nations and the African Union. This partnership should be based on consultations, regular meetings at all levels, the liaison offices, close cooperation on and shared analysis of the conflict situations on the ground, comparative advantages and the division of labour to better address the complexities of today's conflicts in Africa. In this regard, the Special Committee takes note of the signing of two agreements between the Department of Field Support and the African Union in September 2016 on the participation of African Union personnel in an administration and resource training programme and on the establishment of a pilot staff exchange programme.

354. The Special Committee underlines the importance of addressing the requirements of the African Union and subregional organizations in the context of peacekeeping at the continental level. In this regard, the Special Committee takes note of the report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of UNOAU (S/2016/780), and Security Council resolution 2320 (2016). The Special Committee stresses the need to enhance the predictability, sustainability and flexibility of financing for the African Union when it undertakes a peacekeeping operation authorized by the Security Council consistent with Chapter VIII of the Charter. In this regard, the Special Committee looks forward to the results

of the Secretary-General's review and assessment, as requested by the Council in its resolution 2320 (2016), of options for further cooperation on the relevant proposal of the African Union. The Special Committee further takes note of the report of the joint African Union-United Nations review of available mechanisms to finance and support African Union peace support operations authorized by the United Nations Security Council (A/71/410-S/2016/809).

355. The Special Committee underlines the importance of the predictability, sustainability and flexibility of financing for African Union-led peace support operations authorized by the Security Council, consistent with Chapter VIII of the Charter, as set out in the above-mentioned report (A/71/410-S/2016/809). The Special Committee takes note with appreciation of African Union Assembly decisions Assembly/AU/Dec.578 (XXV) (June 2015), Assembly/AU/Dec.602 (XXVI) (January 2016) and Assembly/AU/Dec.605 (XXVII) (July 2016). Furthermore, the Special Committee welcomes readiness of the Council to consider the proposals of the African Union, as stated in Council resolutions 2320 (2016) and 2378 (2017), including on financing and accountability, taking note of the African Union High Representative for the Peace Fund's report and proposals on the decision-making process for seeking United Nations-assessed contributions for African Union peace support operations as a contribution to further discussions, with other relevant United Nations bodies, in accordance with established procedures and in compliance with their respective purviews.

356. The Special Committee reiterates the importance of strengthened partnerships between regional arrangements and the United Nations in the area of peacekeeping and stresses that regional arrangements have the responsibility to secure human, financial, logistical and other resources for their organizations, including through contributions from their members and support from partners. The Special Committee emphasizes the growing contributions of regional arrangements and the efforts that have been made to increase them further. The Special Committee recognizes that some regional arrangements can face challenges in ensuring that resources are delivered in a predictable, sustainable and flexible manner, and therefore welcomes support from the international community and international organizations in that regard. The Special Committee also recognizes that the African Union needs to implement both African Union and United Nations financial transparency, human rights and conduct and discipline policies and arrangements before United Nations-assessed contributions can be considered for use by the African Union.

357. The Special Committee recognizes the role of regional organizations as first responders to conflict situations. The Special Committee appreciates, in particular, the contributions of the African Union to the peacekeeping efforts on the African continent, even in dangerous environments where unconventional threats exist. In this regard, the Special Committee reiterates that African Union peacekeeping operations authorized by the Security Council consistent with Chapter VIII of the Charter should be adequately funded and resourced with the relevant logistics, enablers and equipment.

358. The Special Committee, mindful that the Security Council bears the primary responsibility for the maintenance of international peace and security, recognizes the strategic relationship between the Security Council and the Peace and Security Council of the African Union, and underscores the importance of deepening and enhancing this relationship, with a view to ensuring rapid and appropriate responses to emerging situations and developing effective strategies for conflict prevention and resolution, peacekeeping and peacebuilding on the continent. The Special Committee also recognizes the important role of the Peace and Security Council in facilitating coordination and dialogue between the Security Council and relevant bodies of African subregional organizations.

359. The Special Committee encourages the United Nations and regional organizations, especially the African Union, to take more concrete steps to strengthen their relationships and develop more effective partnerships when addressing issues of mutual interest and underscores the need to enhance their predeployment joint planning and joint mission assessment processes to promote common understanding and increased effectiveness of peacekeeping missions. The Special Committee continues to encourage the taking of steps, as articulated above, to foster a more strategic vision of the partnership between the African Union and the United Nations on matters relating to the maintenance of international peace and security.

360. The Special Committee welcomes the importance of the contribution of UNOAU in Addis Ababa to strengthening the relationship between the Secretariat and the African Union Commission. In this regard, the Special Committee notes the decision of the Secretary-General to conduct an assessment of African Union-United Nations cooperation, as well as the structure and capacity of UNOAU to meet the growing demand for partnership, and requests an update on the issue.

361. The Special Committee recognizes, in addition to the United Nations-African Union peacekeeping partnership in ongoing operations, the need for continual operational and planning support, as well as long-term capacity-building support, to the African Union Commission for its peacekeeping operations under the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027. This includes support for the planning and management of ongoing operations as well as potential future operations, and the provision of technical advice in and support for the development of policies, guidelines, doctrine and training for the African Standby Force as part of the African Peace and Security Architecture. Given that the Ten-Year Capacity-Building Programme has come to an end, the Special Committee expresses its satisfaction with regard to the achievements obtained under the Programme and looks forward to future developments concerning the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027, which has been identified by the Assembly of the African Union as the Programme's successor. In this regard, the Special Committee welcomes the progress made so far in the development and operationalization of the African Standby Force, including the inauguration of the African Standby Force's continental logistics base in Douala, Cameroon, on 5 January 2018. Moreover, the Special Committee looks forward to the contribution of the African Standby Force and its Rapid Deployment Capability and the African Capacity for Immediate Response to Crises to peace and security in Africa, and in this regard welcomes the efforts by the African Union and its five regional mechanisms to ensure the full operationalization of the African Standby Force and its rapid deployment capacity, including the AMANI Africa exercises.

362. The Special Committee reaffirms the need to strengthen training, logistical and other forms of support for the African Union in peacekeeping, and in this regard notes the efforts of the Integrated Training Service of the Department of Peacekeeping Operations in contributing to strengthening the peacekeeping training capacity of the African Union. The Special Committee notes the vital role that African women officers can play as military observers and police officers, due to the lack of women employed as community liaison assistants. In particular, the deployment of Arabic-, French- and Swahili-speaking women officers would fill a critical capability gap. The Special Committee welcomes the ongoing collaboration between UNOAU and the African Union Commission in the areas of mission planning, the development of doctrines and policies and the provision of military, police, logistical, medical, human resources, procurement and other mission support. The Special Committee welcomes the efforts of the African Union to implement a women and peace and security agenda through the adoption of a five-year gender, peace and security programme.

363. The Special Committee encourages the Secretariat to develop, in collaboration with the African Union, a creative and flexible transition toolbox embodying a common vision that the United Nations and African Union would employ, when and where appropriate, to inform future transition processes. The Special Committee also encourages the Secretariat to explore with the African Union the development, on a case-by-case basis, of context-specific benchmarks that could be used to determine the conditions under which a transition should take place, given the needs in the country and the situation on the ground.

364. The Special Committee takes note of the joint work initiated by the Secretariat and the African Union on standardizing the process of rehatting uniformed personnel from African Union to United Nations peacekeeping operations and takes note of the letter dated 2 January 2015 from the Secretary-General addressed to the President of the Security Council (S/2015/3) on transitions that updated the progress made in this regard. The Special Committee requests another update on the joint development of a toolbox for transitions, which is ongoing.

365. The Special Committee recognizes the contribution of African troop and police contributors and stresses the importance of building the peacekeeping capacities of African Member States. The Special Committee recognizes the need to bolster the participation of new African troop-contributing and police-contributing countries and to strengthen their capacities, with the support of partners.

366. The Special Committee encourages the enhancement of international support for African peacekeeping training centres, which are essential tools in the deployment of African peacekeeping forces.

367. With the aim of enhancing African peacekeeping capacities, the Special Committee stresses the importance of the United Nations assisting in the development of the ability of regional and subregional organizations to deploy peacekeeping forces rapidly on the continent in support of United Nations and African peacekeeping operations mandated by the Security Council, and welcomes the relevant initiatives taken in this regard. The Special Committee welcomes the recent progress in the triangular partnership project initiated by the Department of Field Support to enhance the capacities of African troop-contributing countries with regard to rapidly deploying construction engineering capabilities as well as signal capabilities. The Special Committee, mindful of the potential positive impact of the triangular partnership arrangements among a troop-contributing country, the Secretariat and a third country that provides specialist equipment or resources, encourages the Secretariat to take concrete measures to expand these arrangements by identifying other capacities that may be needed. The Special Committee also encourages Member States with the requisite skills and capacity to support such efforts. The Special Committee underscores the need to further explore appropriate field support options for African Union rapid deployment capabilities required to implement it.

368. The Special Committee notes that the Secretariat is developing, jointly with the African Union Commission, a draft United Nations-African Union joint framework for an enhanced partnership in peace and security, which sets out principles for a partnership based on early, continuous and comprehensive engagement, with a view to achieving unity of purpose and effort between the two organizations. The Special Committee emphasizes the importance of taking into account lessons learned from past United Nations-African Union collaboration on peacekeeping as the framework develops. The Special Committee requests the Secretariat to provide an update at its next substantive session on the finalized framework, which was set to be finalized in 2016, according to the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/70/579 and A/70/579/Add.1).

L. Developing stronger United Nations field support arrangements

369. The Special Committee recognizes the responses to the challenges faced by the Organization in providing logistic, administrative and information and communications technology (ICT) support for peacekeeping operations. The Special Committee takes note with appreciation of the measures taken under the five-year global field support strategy to improve the quality, effectiveness and efficiency of service delivery in an integrated, accountable and transparent manner, and encourages the Department of Field Support to further improve the delivery of field support services, while emphasizing the need for timely completion of any remaining activities.

370. The Special Committee recognizes the need for the United Nations to become a more field-oriented and people-centred organization in its peacekeeping operations, which requires modernized approaches and structures to enable flexible and more agile responses in the field. The Special Committee recognizes that achieving such flexibility, agility and responsiveness will require both short-term and longer-term administrative and institutional reforms with inclusive and meaningful consultations with Member States, and encourages the Secretary-General to empower the Department of Field Support with the appropriate delegated authority required to support the more efficient administration of field-focused policies and procedures to expedite service delivery and recruitment.

371. Recognizing the completion of the global field support strategy in June 2015, the Special Committee requests the Secretariat to engage in an inclusive consultative process with Member States, in particular with troop-contributing and police-contributing countries and the leadership of the respective field missions, when developing new initiatives. Such initiatives should be based on lessons learned and reflected in new policies, drawing on the experiences of Member States, in particular troop-contributing and police-contributing countries. The quality, responsiveness, accountability, transparency, cost-effectiveness and operational effectiveness and efficiency of service delivery in peacekeeping missions should be prioritized. The Special Committee requests the Secretary-General to provide detailed information on the final evaluation of the global field support strategy, including cost-benefit analyses, lessons learned, best practices and benchmarks for reporting on progress and assessing achievement, as well as information on planned post-strategy activities.

372. The Special Committee requests the Secretariat to include in one of its briefings, well in advance of its next substantive session, information on the way forward to improve the speed of start-ups. The Special Committee reiterates the importance of further improving the speed of mission start-ups and the deployment of all categories of personnel, logistics and equipment. In this regard, the Special Committee also requests the Secretariat to establish standing administrative measures for mission start-ups and crisis response, which would go into effect upon certification by the Secretary-General of a crisis or emergency. The Special Committee remains concerned about the average length of time required to recruit and deploy civilian staff, in particular during mission start-up. In this regard, the Special Committee welcomes the Secretary-General's commitment to undertaking reviews of key administrative processes relating to field support and urges the Department of Management and the Department of Field Support to complete the reviews by September 2016.

373. The Special Committee recognizes that the objectives of the predefined modules and service packages are to improve the speed and predictability required for mission start-ups and to enable the rapid development of infrastructure to support the contingents being deployed. The Special Committee urges the Secretariat to continue

to work in close consultation with Member States, in particular troop-contributing and police-contributing countries, in further developing predefined modules and service packages, with a view to improving the quality and expediting the delivery of services to field missions.

374. The Special Committee looks forward to the implementation of the confirmed modules that are configured from the strategic deployment stocks, as appropriate, and corresponding service packages in current missions, so that adequate and flexible logistic support for contingents can be improved.

375. Noting the positive results linked to the Regional Service Centre in Entebbe, Uganda, for the missions it serves, the Special Committee advises that all peacekeeping missions should consider being linked to a regional or shared service centre to ensure business continuity, improve standardization, guarantee consistency and quality control, increase the economies of scale of the services provided and align with the evolution of the global service model and guarantee the rapid support of new missions. The Special Committee underlines that the creation of any additional regional service centres requires further consultations with Member States.

376. With respect to the Regional Service Centre, the Special Committee requests the Secretariat to include in the informal briefings an update on the ongoing work.

377. The Special Committee takes note of the work being done to bring about further reform with regard to supply chain management and address its deficiencies in management. The Special Committee underscores that the Secretariat should engage with Member States, in particular troop-contributing and police-contributing countries, while developing and implementing supply chain management for improved support services to peacekeeping missions. The quality, responsiveness, accountability, transparency, cost-effectiveness and operational effectiveness and efficiency of service delivery in peacekeeping missions should be strengthened. The Special Committee requests, in advance of its next substantive session, a comprehensive update on efforts to further develop supply chain management.

378. The Special Committee notes the often significant environmental footprint of peacekeeping operations and welcomes the positive efforts that have been taken by the United Nations to reduce its environmental impact. In this regard, the Special Committee looks forward to the planned update of the United Nations environmental policy for peacekeeping operations and its waste management policy and environmental action plan and encourages greater use of renewable resources in order to achieve more efficient use of energy and water, reduce waste production and improve the health, safety and security of local communities and United Nations personnel.

379. The Special Committee stresses the importance of transparent procurement processes for the effective and efficient delivery of services to field missions. In this regard, the Special Committee notes the positive impact of properly conducted procurement processes and stresses that procurement personnel should be well-trained and adhere to the principles of integrity, fairness and transparency.

380. The Special Committee stresses the importance of local procurement and of updating and revising the existing rules and regulations, as appropriate, with a view to prioritizing local capacities, where relevant, while minimizing disruption to the economic viability and social norms and practices of local communities.

381. The Special Committee takes note of ongoing efforts by the Department of Peacekeeping Operations and the Department of Field Support to modernize their ICT infrastructure, planning and management, including the enhancing of connectivity in the field. The Special Committee requests that the issue be included in future briefings on field support in advance of its next substantive session.

382. The Special Committee recognizes that troop and police contingents are responsible for deploying with a self-sustainment capacity for accommodation for six months, after which the United Nations provides either reimbursement or accommodation. The Special Committee also recognizes the importance of standards of accommodation in the field and requests the Secretariat to support the Working Group on Contingent-Owned Equipment and the Fifth Committee to review and, as appropriate, update the existing guiding principles on accommodation in 2017 in order to ensure effective compliance with relevant United Nations health, environmental and technological standards. The Special Committee requests a briefing on the issue and the measures appropriately taken for each peacekeeping operation before its next substantive session.

383. The Special Committee requests the Secretary-General to further improve human resources and other administrative procedures for field missions in order to facilitate more rapid deployment and the tailored management of staff, with appropriate delegation of authority to heads of peacekeeping missions in order to better manage the reassignment of personnel within their missions.

384. The Special Committee notes the Secretary-General's intention to develop a global service delivery model that will provide efficient and timely support services to Headquarters, offices away from Headquarters, regional economic commissions and field missions. The Special Committee stresses that the global service delivery model should incorporate lessons learned from the global field support strategy and should take note of how non-location-dependent administrative functions can be used to mitigate safety and security challenges by reducing United Nations personnel in threat environments.

385. The Special Committee remains committed to the consideration of any new proposals conducive to the enhancement of the capacity of the United Nations to fulfil its responsibilities in the field of peacekeeping, in accordance with its mandate to comprehensively review the whole question of peacekeeping operations in all its aspects.

386. The Special Committee underlines the importance of the informal briefings on the achievements made in relation to the delivery of services to field missions and challenges facing field support in all its operational aspects, and requests the Secretariat to continue to provide informal quarterly briefings on field support issues in all their operational aspects in order to enable meaningful discussions with all Member States, in particular troop-contributing and police-contributing countries. The Special Committee notes that briefings are an important part of the consultative process but do not constitute an approval process.

M. Best practices and training

387. The Special Committee underlines the importance of proper preparation and training tailored to missions, including by conducting intensive, frequent, scenario-based training focused, inter alia, on fulfilling the mandate, serving and protecting the people the United Nations has been mandated to assist and giving attention to the protection of civilians as well as to the safety, security and effectiveness of missions. The Special Committee recognizes that effective training, pre- and post-deployment, is essential and critical for military and police forces in order to identify the proper response against perpetrators of civilian attacks. The Special Committee notes that the Secretariat has developed guidance and scenario-based training materials on the protection of civilians but lacks the necessary feedback to confirm that the training has been effectively delivered to all deploying military and police personnel.

388. The Special Committee reiterates the importance of peacekeeping training as a tool to enable United Nations peacekeepers to successfully implement peacekeeping mandates on the ground and to ensure the safety and security of peacekeepers in volatile environments. The Special Committee continues to emphasize the role of the Department of Peacekeeping Operations and Department of Field Support as the primary bodies responsible for the development, implementation and validation of peacekeeping training standards and advice, through the work of the Policy, Evaluation and Training Division. In this regard, the Special Committee notes the circulation of a draft memorandum of understanding to those Member States who pledged to provide mobile training teams to support peacekeeping missions and troop-contributing and police contributing countries. The Special Committee looks forward to receiving more details regarding the latest developments in the context of an informal briefing.

389. To counter the injury risks of contemporary peacekeeping operations and improve the survivability of deployed personnel, all personnel must complete basic first aid training prior to deployment, and those personnel deployed into designated medical positions, such as combat medics, must receive advanced medical care training. In this regard, the Special Committee urges the Department of Peacekeeping Operations and the Department of Field Support to expand training in medical services, including through mobile training courses.

390. The Special Committee stresses the need for the United Nations to have an effective lessons-learned process that leads from the identification of key lessons and best practices to their implementation and sharing in all aspects of peacekeeping. The Special Committee notes that the "implementation review policy 2013" identifies gaps and that recommendations are being implemented, and requests a briefing on the process. The Special Committee notes the policy of knowledge-sharing and organizational learning, which established a framework for further shaping and strengthening the effectiveness and efficiency of United Nations peacekeeping in the field and at Headquarters by identifying, capturing, sharing and implementing best practices and lessons learned. The Special Committee therefore stresses the need for the United Nations to further implement the lessons-learned functionality as indicated in the United Nations Force Headquarters Handbook and a widespread, structured network to capture lessons, especially in the field.

391. The Special Committee welcomes the emphasis on strengthening the performance and effectiveness of uniformed and civilian peacekeeping personnel. The Special Committee welcomes recent triangular partnership projects in the domain of training, implemented by the Department of Field Support with the technical and financial support of involved Member States, with the aim of enhancing the skills and equipment of troop-contributing countries. The Special Committee urges the Department of Peacekeeping Operations and the Department of Field Support to continue exploring potential new models of cooperation in training development and delivery, in close consultation with the troop-contributing and police-contributing countries and in cooperation with other relevant partners, as appropriate. In this regard, the Special Committee welcomes the initiative of Member States who pledged to provide mobile training teams to support troop-contributing and police-contributing countries to meet the United Nations missions' requirements.

392. As a basic part of the framework of the ongoing peacekeeping training architecture, the Special Committee welcomes the establishment of the training-of-trainers centre in order to enhance the training capabilities of troop-contributing and police-contributing countries and encourages Member States to further support this very important initiative. In this regard, the Special Committee encourages the Department of Peacekeeping Operations to engage troop-contributing and police-contributing countries' training centres more actively, so that Member States meet

United Nations training standards. In this regard, the Special Committee looks forward, at its next substantive session, to a briefing on progress made in promoting coherence in peacekeeping training.

393. The Special Committee underlines the importance of appropriate predeployment training and continues to encourage the Secretariat to make full use of the Integrated Training Service and Office of Military Affairs assessment teams before deployment to identify any shortfalls and assist in addressing them and to provide comprehensive as well as scenario-driven and/or mission-specific training modules that include methods to improve coordination with regard to the delivery, validation and certification of effective peacekeeping training courses. The Special Committee recognizes the Peacekeeping Capability Readiness System as the framework used by the United Nations to deploy units and stresses the need for assessment and advisory visits, which are instrumental in ascertaining training capacity needs and can inform the deployment of mobile training teams to assist troop-contributing and police-contributing countries to meet the United Nations training requirements necessary for operational readiness. In this regard, the Special Committee urges the Secretariat and Member States to work closely to facilitate the assessment and advisory visits in a timely manner and the Secretariat to facilitate capacity-building efforts.

394. The Special Committee stresses the need for the United Nations to follow best practices in all peacekeeping activities and in this regard recognizes the important role played by mission best practice officers. The Special Committee welcomes the creation of the United Nations Peacekeeping Resource Hub website and encourages the Department of Peacekeeping Operations and the Department of Field Support to enhance and regularly update it with current materials for Member States, peacekeeping training institutes and United Nations partners. The Special Committee reiterates the need for the website to be more user-friendly and to enhance global peacekeeping capacity by providing the peacekeeping community with timely access to relevant training standards, materials and tools, as well as relevant guidance documents, and in this regard encourages mission leaders to contribute lessons from the field through post-mission reports. The Special Committee stresses the need for documents to be translated into the six official languages of the United Nations, and urges Member States to support this effort accordingly. The Special Committee requests the Secretariat to provide a briefing before the next substantive session on the development of the website and on the steps taken to make all documents available in the six official languages and an update on the status of the project and its usage by the various peacekeeping training centres.

395. The Special Committee acknowledges that, while the performance of military and police personnel is a collective responsibility of Member States and the Secretariat, troop-contributing and police-contributing countries remain responsible for the delivery of predeployment training according to United Nations standards. The Special Committee welcomes the guidelines on operational readiness preparation for troop-contributing countries in peacekeeping operations and recommends that the Department of Peacekeeping Operations also focus on materials pertaining to such issues as women and peace and security, the prevention of sexual violence in armed conflict and child protection. Noting the continued complex demands of peacekeeping operations and the benefits of cooperation in peacekeeping training between Member States, the Special Committee continues to urge the Secretariat to facilitate capacity-building efforts, and in this regard welcomes the work that the Secretariat and troop-contributing and police-contributing countries have under way to develop capabilities for the units commonly used in United Nations peacekeeping operations. In this regard, the Special Committee looks forward to the roll-out of specialized training materials in 2017 through regional training-of-trainers courses and calls upon Member States and, in particular, troop-contributing and police-contributing

countries, to support the Integrated Training Service by hosting such courses and to increase the number of qualified women at all levels of participation in these courses.

396. The Special Committee recalls the final report and recommendations of the training needs assessment undertaken by the Department of Peacekeeping Operations for 2012–2013,[5] which focused on mandate implementation and informed the update of the core predeployment training materials. The Special Committee notes the assessment for 2016–2017 aimed at analysing in-mission training needs, including the protection of civilians, and recommends that steps be taken to strengthen the design and delivery of training. The assessment conducted provides an important opportunity to ensure that there is coherence and a common view of the roles and responsibilities of the various actors engaged in providing training to peacekeepers. The Special Committee looks forward to receiving at its next substantive session an update on the follow-up to the action points emanating from the recommendations of the training needs assessment.

397. The Special Committee reiterates that the predeployment training of contingents and individual uniformed personnel, using the standardized peacekeeping training materials, remains a national responsibility. The materials are provided by the Department of Peacekeeping Operations and incorporate feedback from troop-contributing and police-contributing countries. The Special Committee recognizes the notable progress on the status of such materials, including mission-specific training materials and projects related to training materials that have been developed or implemented by the Department of Peacekeeping Operations, and urges the Secretariat to continue this effort. The Special Committee takes note of the translation of the specialized training material on the protection of civilians and looks forward to the availability of all training materials, once completed, in the six official languages of the United Nations. The Special Committee stresses the need to conduct training for peacekeeping operations in a range of languages, consistent with the linguistic requirements of the theatre. The Special Committee takes note of the efforts made by the Secretariat to have training-of-trainers sessions conducted in French as well, and invites it to continue and strengthen such efforts in accordance with theatre requirements.

398. The Special Committee notes the increasing complexity of peacekeeping operations and the continuously rising demand for resources, which necessitate further cooperation in peacekeeping training among Member States, including the provision of training opportunities, partnership with peacekeeping training institutions worldwide and assistance to new and emerging troop-contributing and police-contributing countries. The Special Committee encourages troop-contributing and police-contributing countries to nominate qualified personnel for training-of-trainers courses and to make use of the training-of-trainers centre. The Special Committee further encourages Member States to apply for training accreditation for high-priority courses, including for staff officers. The Special Committee requests the Secretariat to continue to further facilitate capacity-building efforts through the application of the training-of-trainers concept and the best use of peacekeeping training institutions worldwide and of available resources, including through focused, mission-specific scenario training aimed at addressing challenges encountered in previous experiences in missions, especially through the lessons-learned concept. Emphasizing the need for improved, mission-specific predeployment training, the Special Committee urges the Secretariat to continue to work consistently in partnership with troop-contributing and police-contributing countries in order to address new challenges not previously anticipated during the course of developing various suggested scenario-based training modules, including through providing

[5] Available from http://repository.un.org/handle/11176/89581.

advice from the field to troop-contributing and police-contributing countries on specific tactical areas that should be included in predeployment training, such as counter-improvised explosive device and counter-ambush training.

399. The Special Committee reiterates the importance of intensive training throughout the basic skills and predeployment phases, including mission-specific training courses. The Special Committee underlines the importance of strengthening in-mission induction courses on gender sensitivity and on child protection. The Special Committee requests the Department of Peacekeeping Operations to ensure the provision of adequate and updated gender-sensitivity and child protection training materials to national and regional peacekeeping training centres. The Special Committee requests the Secretariat to provide a briefing before the second half of each year on the status of the above and an update regarding the specialized training materials.

400. The Special Committee takes note of the establishment of dedicated military gender advisers and the objective of appointing suitably trained gender focal points in each battalion as stipulated in the United Nations Infantry Battalion Manual and, in this regard, recognizes the need for the development of United Nations training and resource material for military gender advisers and military gender focal points, through the support of Member States, as appropriate, and requests that the course form part of the training-of-trainers programme.

401. The Special Committee continues to support the efforts of Member States and regional arrangements to enhance the capacity of peacekeeping personnel through peacekeeping training centres. The Special Committee welcomes the initiative to provide up-to-date material and to share best practices through the peacekeeping training community of practice website. The Special Committee recognizes the importance of the community of practice website where, interactively, the Integrated Training Service shares knowledge and experience on training with trainers and members of peacekeeping training institutes. The Special Committee recognizes the increased usage of the website and also recognizes the training resource hub as the single platform for all United Nations training materials to be used by the troop-contributing and police-contributing countries, and requests an annual update on the status of the project and its usage by the various peacekeeping training centres.

402. The Special Committee notes the strategy of the Integrated Training Service to implement the recommendations of the internal review conducted in 2015 for the Senior Mission Administration and Resource Training Programme and recognizes the strengthening of the management component of the Programme with new scenario-based exercises and the development of decision-making skills. In this regard, the Special Committee reiterates the importance of undertaking a gender analysis in consultation with key stakeholders, including experienced senior female leaders.

403. The Special Committee notes the sustained increase of the police dimension in a number of missions and stresses the need to address shortfalls in the standing force requirement for police personnel in peacekeeping operations, in particular for police officers with specialized expertise. The Special Committee notes the measures taken by the Department of Peacekeeping Operations to address the additional training needs and requests regular updates regarding these measures, with a view to better addressing the above-mentioned shortfalls. The Special Committee welcomes the completion and availability of the specialized training materials for formed police units. The Special Committee encourages the translation of predeployment training materials into all six official languages of the United Nations and further encourages their use by police-contributing countries during predeployment training. The Special Committee requests the Department of Peacekeeping Operations to develop

guidelines on operational readiness preparation for police-contributing countries in peacekeeping operations.

404. The Special Committee welcomes technological platforms, including e learning, which supplement traditional training methods and provide access to standardized training materials across a widely distributed population of military, police and civilian peacekeepers. In this regard, the Special Committee welcomes the development of peacekeeping e-learning courses by the Integrated Training Service. The Special Committee welcomes the free and multilingual delivery of e-learning courses on peacekeeping, such as those provided by the Peace Operations Training Institute, including E-Learning for African Peacekeepers and E-Learning for Peacekeepers from Latin America and the Caribbean. The Special Committee also welcomes the integrated distance learning programmes provided directly to the peacekeeping missions by the Institute. The Special Committee fully supports the further development and delivery of such e-learning and training initiatives and also encourages Member States to support them through voluntary financial contributions. The Special Committee therefore encourages the Department of Peacekeeping Operations to work with all interested parties to develop a coherent strategy for the delivery of economical and efficient United Nations-endorsed e learning in order to further enhance the effectiveness of peacekeeping.

405. The Special Committee takes note of the support provided by the United Nations Institute for Training and Research (UNITAR) to the predeployment training of troop-contributing and police-contributing countries, which builds on the predeployment training package developed by the Department of Peacekeeping Operations. The Special Committee encourages UNITAR to continue to diversify its learning and educational resources to respond adequately to the training needs of personnel and to coordinate with other online training providers to improve access to resources.

406. The Special Committee underscores that, with regard to support for Member States, the Integrated Training Service should focus primarily on enhancing and building peacekeeping training, including capacity enhancement for mandate implementation, and that all United Nations entities engaged in training initiatives specifically or uniquely aimed at peacekeepers should coordinate these activities through the Service. The Special Committee urges the Department of Peacekeeping Operations and the Department of Field Support to continue to work with Member States, the University for Peace, UNITAR, the Peace Operations Training Institute and other training partners to provide support in peacekeeping training to Member States, improve the dissemination of training materials, including to the field, raise awareness of peacekeeping training initiatives and develop partnerships and enhance strategic networking to help to match training resources to prioritized needs.

407. The Special Committee reaffirms the Charter and acknowledges the importance of, among other things, international humanitarian law, international human rights law and international refugee law, and encourages the widest possible dissemination, beyond their online availability at the United Nations Peacekeeping Resource Hub, of information and training materials to enable peacekeepers to understand how the implementation of the mandated tasks intersects with these fields of law, and to act accordingly.

408. Recognizing the increasingly important role of civil affairs components in United Nations peacekeeping operations and the need for ongoing efforts to support the work of civil affairs officers, the Special Committee welcomes the initiatives of the Secretariat in this regard. In particular, the Special Committee welcomes the ongoing efforts of the Secretariat to develop civil affairs, guidance and associated training materials.

N. Personnel

409. The Special Committee recognizes the efforts made by the Department of Peacekeeping Operations and the Department of Field Support with regard to the balanced recruiting of staff, in accordance with the Charter, the Staff Regulations and Rules of the United Nations and relevant General Assembly resolutions, and urges the Secretary-General to continue his efforts in this regard. The Special Committee reiterates that, in accordance with Article 101 of the Charter, the paramount consideration in the employment of staff shall be the necessity of securing the highest standards of efficiency, competence and integrity and that due regard shall be paid to the importance of recruiting staff on as wide a geographical basis as possible. The Special Committee notes that the gender perspective should continue to be pursued, in accordance with relevant Assembly resolutions. The Special Committee requests the Secretariat to provide a briefing on this subject, including relevant figures.

410. The Special Committee recalls paragraph 7 of General Assembly resolution 65/290 and requests the Secretary-General to make further specific efforts to ensure the proper representation of troop-contributing and police-contributing countries in the Department of Peacekeeping Operations and the Department of Field Support, as well as in peacekeeping missions, taking into account their contribution to United Nations peacekeeping. In this context, the Special Committee urges the Secretary-General to ensure a fair representation of troop-contributing and police-contributing countries when selecting personnel for such staff positions.

411. The Special Committee, recalling General Assembly resolutions 63/250, 65/247 and 71/263, expresses concern at the continuing low proportion of women in the Secretariat, in particular at the senior levels, and stresses that, in the recruitment process, the continuing lack of representation or the underrepresentation of women from certain countries, in particular developing countries, should be taken into account and that these women should be accorded equal opportunities, in full conformity with relevant resolutions. In this regard, the Special Committee notes the intention of the Secretary-General to implement a comprehensive strategy to intensify efforts to ensure greater representation of women in the Secretariat, particularly in senior leadership positions. The Special Committee takes note of the efforts undertaken as part of the senior women talent pipeline initiative.

412. The Special Committee notes the low proportion of women serving as uniformed peacekeepers and acknowledges the target to double the number of women peacekeepers by 2020. The Special Committee encourages Member States to take substantive measures to improve gender balance, such as appointing gender champions in their national systems and continuing to take steps to increase the number of women serving in their national militaries and police forces. The Special Committee also takes note of the efforts by the Secretariat and Member States to work together to reach the target of women filling 15 per cent of military observer roles by December 2017. The Special Committee requests the Secretariat to provide a briefing on the subject, involving the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and UN-Women, to be followed by an interactive dialogue with Member States before the next substantive session of the Committee.

413. The Special Committee requests the Secretary-General to take appropriate measures for the selection of the best-qualified candidates for positions at senior and policymaking levels, with due consideration for geographical diversity, as a means of strengthening the peacekeeping partnership.

414. The Special Committee welcomes the efforts made by the Department of Field Support to address the issue of the number of vacancies in peacekeeping missions,

and encourages the Secretariat to accelerate the recruitment and approval process of personnel, including senior mission leadership, including by reviewing relevant administrative policies and processes related to the recruitment and deployment of field personnel, and to report on the steps taken.

415. The Special Committee welcomes the efforts made by the Secretariat to improve the recruitment and selection process for appointments of military and police specialists in all departments dealing with peacekeeping, including by improving transparency throughout, and continues to urge the Secretariat to expedite this process. The Special Committee requests the Secretariat to circulate to Member States, on a yearly basis and in a timely and transparent manner, a list with such vacancies in specialist areas.

416. The Special Committee underlines that, in the selection of special representatives of the Secretary-General and other posts of senior mission leadership, the leadership competencies of the candidates are and should continue to be of prominent consideration, in accordance with Article 101 of the Charter. The Special Committee requests the Secretariat to include experience gathered from the leadership partnering initiative for senior mission leaders in its briefing before the next substantive session of the Committee. Promising future candidates for senior leadership, including more women, should be identified early, trained, mentored and promoted through the system.

417. The Special Committee reiterates its support for the improvement of human resources management, with a view to enhancing the quality of staff and improving the retention of valuable staff in the United Nations peacekeeping bodies.

418.The Special Committee recognizes the continuing need for competent civilian components in peacekeeping operations and notes that the Secretary-General has underlined the need for the improved mobilization of relevant resources.

419. The Special Committee, recalling paragraph 6 of section XI of General Assembly resolution 59/296, requests the Secretary-General to continue to give due attention, under the existing Staff Regulations and Rules, to the issue of the greater use of national staff in peacekeeping operations and its impact on relations with the host country. The Special Committee underscores the advantages of local recruitment in peacekeeping missions and the positive impact of those recruited on relations with the host country.

420. The Special Committee underlines the importance of effective interaction between Headquarters and the field to ensure efficient communications for the safety of all peacekeeping personnel. In this regard, it recognizes the importance of the staff in the Department of Peacekeeping Operations and the Department of Field Support having competence in either or both of the working languages of the Secretariat.

421. The Special Committee acknowledges that the interaction of United Nations military, police and civilian personnel with the local population is necessary for the efficient and successful implementation of peacekeeping operations. To that end, language skills are required and shall constitute an important element of the selection and training processes. Therefore, the Special Committee urges the Department of Peacekeeping Operations and the Department of Field Support to make further efforts to recruit mission staff and experts, both male and female, who have language skills that are relevant to the particular mission area where they are to be deployed so that specific requirements of peacekeeping operations can be addressed. In particular, a good command of the official language spoken in the country should be taken into account as an essential asset during these processes.

422. The Special Committee reminds the Secretariat that staff sent to United Nations field operations to conduct examinations for experts on mission, in particular

examinations on language and driving skills and to assess expertise, are to be certified and adhere to examination criteria based on the standard United Nations programmes.

423. The Special Committee notes with appreciation the outreach efforts conducted by the Department of Peacekeeping Operations and the Department of Field Support with Member States, with a view to encouraging more candidates, in particular from developing countries, to apply for vacancies in United Nations peacekeeping operations, and encourages the maintenance and strengthening of these efforts.

O. Financial issues

424. The Special Committee recalls that the Fifth Committee is the appropriate Main Committee of the General Assembly entrusted with responsibility for administrative and budgetary matters. The Special Committee also recalls rule 153 of the rules of procedure of the Assembly.

425. The Special Committee recalls all relevant General Assembly resolutions on cross-cutting issues and urges a speedy and appropriate follow-up on compensation claims submitted by troop-contributing and police-contributing countries in cases of illness, disability or death as a result of their participation in peacekeeping missions, in order to ensure the timely settlement of all related claims within three months from the date of their submission. The Special Committee stresses that the rates of compensation of death and disability for all personnel categories should be kept under timely review by the General Assembly and adjusted as necessary according to existing rules and procedures. Recognizing the primary role of the Fifth Committee in administrative and budgetary matters, the Special Committee reiterates the importance of periodically reviewing all existing policies on the matter and notes that the last adjustment to the death and disability compensation rates was made during the sixty-fourth session of the Assembly.

426. The Special Committee requests the Secretariat to review existing policies concerning procedures on the repatriation of the mortal remains of peacekeepers with due regard to ensuring expeditious repatriation and respect for the fallen peacekeepers, and to develop specific measures, including criteria and guidelines with regard to defining the status of United Nations personnel missing in action in the performance of their official duties.

427. The Special Committee again stresses that all Member States must pay their assessed contributions in full, on time and without conditions. It reaffirms the obligation of Member States under Article 17 of the Charter to bear the expenses of the Organization as apportioned by the General Assembly, bearing in mind the special responsibilities of the permanent members of the Security Council for the maintenance of peace and security, as indicated in General Assembly resolution 1874 (S-IV) of 27 June 1963.

428. The Special Committee expresses concern over the significant amount of outstanding reimbursements that the United Nations currently owes to troop-contributing and police-contributing countries, and notes that there are still contributors that have not yet been reimbursed for their participation in various ongoing missions and closed missions, going back more than a decade. The Special Committee therefore requests the Secretary-General to include in his next report information on specific efforts undertaken to address this concern.

429. The Special Committee reiterates the importance of ensuring the timely reimbursement of troop-contributing and police-contributing countries for their peacekeeping contributions. In this regard, the Special Committee urges the Secretariat to ensure the rapid processing and payment of reimbursements, mindful

of the adverse effects of such delays on the capacities of troop-contributing and police-contributing countries to sustain their participation.

430. The Special Committee requests that the Secretariat, in accordance with General Assembly resolution 67/261, continue to make available to the troop-contributing and police-contributing countries concerned a detailed report explaining deductions from troop costs owing to contingent-owned equipment shortfalls.

431. The Special Committee notes with concern the deployment of contingents with absent, unsigned or incomplete memorandums of understanding, and in this regard calls upon the Secretariat to speed up the negotiation and agreement of memorandums of understanding, and requests the Secretariat to continue its efforts to review and revise outdated and incomplete memorandums of understanding to ensure the operational suitability and readiness of troop-contributing and police-contributing countries for current mandated tasks and operational realities. The Special Committee also underlines the need for contingents to meet their agreed requirements for contingent-owned equipment through consistent adherence to the obligations contained in their memorandums of understanding and thus deliver their full unit capabilities for personnel and equipment.

432. The Special Committee requests the Secretary-General to implement the guidelines for the award of the risk and premium for key enabling capabilities, as authorized in General Assembly resolution 67/261.

433. The Special Committee requests that the Secretariat, in accordance with General Assembly resolution 67/261, notify the permanent missions of troop-contributing and police-contributing countries, in writing, in an expeditious manner, of cases of absent or non-functional equipment, as specified in the relevant memorandum of understanding, and include a description of absent or non-functional equipment and its associated contingent, in order for troop-contributing and police-contributing countries to undertake corrective measures to fulfil their obligations in this regard.

434. The Special Committee recalls General Assembly resolutions 67/261 and 68/281 on rates of reimbursement to troop-contributing countries and looks forward to the results of the quadrennial review of the rates of reimbursement based on the 2017/18 survey, which will be considered by the General Assembly at the second resumed part of its seventy-second session.

435. The Special Committee notes that the Working Group on Contingent-Owned Equipment is a subsidiary body of the Fifth Committee, and recalls General Assembly resolution 71/296 and the decision to hold a pre-session organizational meeting of the 2020 Working Group in October 2019 prior to its substantive session, which will be held in January 2020. The Special Committee underscores the importance of the Secretariat and the Working Group convening an organizational meeting in advance to address the issue of organizational matters and maximize the time available for a detailed review. The Special Committee also takes note of the issuance of the revised Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (A/72/288).

436. The Special Committee notes the current practice of the Secretariat to include, within proposed peacekeeping mission budgets on a case-by-case basis, programmatic resources when they are necessary for the effective implementation of mandated tasks.

437. The Special Committee takes note of the financial recommendations of the High-level Independent Panel on Peace Operations and the decision on the related proposals of the Secretary-General by the Fifth Committee without prejudging the outcome.

438. The Special Committee requests that the Secretariat, in a timely manner and in relevant forums, relay information regarding the implications of agreed budgets for peacekeeping operations on military and police components' respective operations and other activities in peacekeeping missions.

P. Other matters

439. The Special Committee encourages the Secretariat to continue to improve the timeliness of its submissions so that the Special Committee may continue and further improve its work and make it as relevant and as effective as possible. The Special Committee notes the efforts of the Secretariat to deliver timely and informative briefings and requests that it continue in this manner ahead of the next substantive session. The Special Committee requests the Secretariat to make its briefings and updates available as early as possible ahead of the actual brief or update.

440. The Special Committee welcomes the progress that has been made by its members in discussing and implementing measures to enhance the working methods of the Special Committee and its Working Group of the Whole. The Special Committee takes note of the work accomplished by the open-ended intersessional group of Friends of the Chair established to consider its working methods, which was concluded by the adoption of the decision on its working methods (see annex I to the report on its 2014 substantive session (A/68/19)). The Special Committee encourages its members to continue to hold an informal dialogue in this group with a view to identifying further improvements to enhance its working methods, while also addressing the recommendations already made. The Special Committee encourages the Bureau of the Special Committee to continue to facilitate this dialogue and to keep Member States updated on developments related thereto.

441. The Special Committee stresses the importance for peacekeeping missions to take steps aimed at implementing sound environmental practices in order to reduce the overall environmental footprint of United Nations peacekeeping operations. In this regard, the Special Committee stresses the necessity of observing the established United Nations rules and regulations applicable to the functioning of peacekeeping operations.

442. The Special Committee emphasizes that the least disruption in transition and departure takes place when United Nations missions work closely with their national counterparts and regional partners. Mission transitions should take into account and seek to minimize potential impacts of the mission's departure. In this light, the Special Committee recognizes that co-use and post-mission-use of United Nations facilities by the local population and members of the United Nations system can contribute positively to a smooth transition. The Special Committee acknowledges that co-use depends upon the current safety and security situation. The Special Committee requests the Secretariat to develop a policy on co-use and post-mission-use, taking into account, as appropriate, existing rules and regulations, and requests a briefing on the progress well before its next substantial session.

443. The Special Committee notes that briefings are an important part of the consultative process but are not a substitute for approval, when required.

Annex

Composition of the Special Committee on Peacekeeping Operations

Members: The Special Committee currently consists of the following 153 members: Afghanistan, Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Benin, Bhutan, Bolivia (Plurinational State of), Bosnia and Herzegovina, Brazil, Brunei Darussalam, Bulgaria, Burkina Faso, Burundi, Cambodia, Cameroon, Canada, Central African Republic, Chad, Chile, China, Colombia, Congo, Costa Rica, Côte d'Ivoire, Croatia, Cuba, Cyprus, Czechia, Democratic Republic of the Congo, Denmark, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Eritrea, Estonia, Ethiopia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Grenada, Guatemala, Guinea, Guyana, Haiti, Honduras, Hungary, Iceland, India, Indonesia, Iran (Islamic Republic of), Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lao People's Democratic Republic, Latvia, Lebanon, Lesotho, Liberia, Libya, Lithuania, Luxembourg, Madagascar, Malawi, Malaysia, Mali, Mauritania, Mauritius, Mexico, Mongolia, Montenegro, Morocco, Mozambique, Myanmar, Namibia, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Pakistan, Palau, Papua New Guinea, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Republic of Korea, Republic of Moldova, Romania, Russian Federation, Rwanda, Samoa, Saudi Arabia, Senegal, Serbia, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Sudan, Swaziland, Sweden, Switzerland, Syrian Arab Republic, Thailand, the former Yugoslav Republic of Macedonia, Timor-Leste, Togo, Tunisia, Turkey, Uganda, Ukraine, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania, United States of America, Uruguay, Vanuatu, Venezuela (Bolivarian Republic of), Viet Nam, Yemen, Zambia, Zimbabwe.

Observers: Botswana, Equatorial Guinea, United Arab Emirates, Holy See, African Union, European Union, International Committee of the Red Cross, International Criminal Court, International Criminal Police Organization, International Institute for Democracy and Electoral Assistance, International Organization of la Francophonie, Organization of Islamic Cooperation, Sovereign Order of Malta.

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